



VISUAL RESOURCES ASSOCIATION
ORGANIZATIONAL POLICIES & PROCEDURES
MANUAL
(formerly “Officers’ Handbook”)

*1996, updated 2001, 2003,
Second Edition 2006
Third Edition 2008
Fourth Edition 2011*

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I. Introduction

The Visual Resources Association (VRA) was incorporated as a General Not for Profit Corporation in the state of Missouri in August, 1982. (See Appendix A for Articles of Incorporation). VRA is a tax exempt not for profit organization within the meaning of Section 501 (c) 6 of the U.S. Internal Revenue Code.

The following mission statement is included in the VRA Constitution:

The Visual Resources Association is a multi-disciplinary organization dedicated to furthering research and education in the field of image management within the educational, cultural heritage, and commercial environments. The Association is committed to providing leadership in the visual resources field, developing and advocating standards, and offering educational tools and opportunities for the benefit of the community at large. The VRA implements these goals through publication programs and educational activities. The Association offers a forum for issues of vital concern to the field, including: preservation of and access to digital and analog images of visual culture; cataloging and classification standards and practices; integration of technology-based instruction and research; intellectual property policy; and other topics of interest to the field. Through collaboration, partnership, and outreach with the broader information management and educational communities, the Association actively supports the primacy of visual information in documenting and understanding humanity's shared cultural experience.

(See Appendix D for Constitution and Bylaws)

Our international membership includes: information specialists, digital image specialists; art, architecture, film and video librarians, museum curators; slide, photograph, microfilm and digital archivists, architectural firms, galleries, publishers, image system vendors, rights and reproductions officials, photographers, art historians, artists, and scientists.

To inform the membership and to promote research and education in the visual resources profession, VRA publishes the *VRA Bulletin*, the online newsletter *Images*, and an online Directory of Members; provides documents and resources related to the profession in the "Resources" section of the Association web site: <http://www.vraweb.org>; sponsors occasional regional workshops; and holds an annual conference (periodically in collaboration with ARLIS/NA). To facilitate direct communication among members, VRA maintains a members-only LISTSERV (VRA-L).

The *Organizational Policy and Procedures Manual* (previously known as the *Officer's Manual*) is intended specifically to guide the Officers of the Association in carrying out their duties. It also provides every Association member with ready access to the organization's fundamental documents, an account of its history, Committee charge statements, regional Chapter bylaws, descriptions of VRA publications and awards, and other information of general interest. The *Manual* is updated every two years by the Past President with the assistance of the Board.

1st edition

Sandra C. Walker, VRA President-Elect, 1993; President 1994-1995; Past-President 1996

Transcribed and revised 2001

Jenni Rodda, VRA Vice President 1993-1994; President-Elect 1997; President 1998-1999; Past-President 2000

Revised 2003

Ann Whiteside, VRA President Elect 1999; President 2000-2001; Past President 2002

2nd Edition 2006

Kathe Hicks Albrecht, VRA President-Elect 2003, President 2004-2006, Past-President 2006 (2006 revision includes notes from Elisa Lanzi, VRA President-Elect 2001; President 2002-2003; Past-President 2004)

3rd Editon 2008

Virginia (Macie) Hall, VRA President-Elect 2005, President 2006-2008, Past President 2008

4th Editon 2010

Allan T. Kohl, VRA President-Elect 2007, President 2008-2010, Past President 2010

I-A. About This Manual and Editorial Notes

This is the general manual of policies and procedures for Officers and Members of the Visual Resources Association. It was first compiled and printed in 1996 by Past President Sandra Walker, University of Tennessee, Knoxville, in an effort to outline the duties of each of the Association's officers and thereby make the transition from one Executive Board to the next smoother. In October 2000, Past President Jenni Rodda undertook the task of collecting the text from its disparate sources, compiling it into a single document, and updating it as much as possible. The task of keeping this Manual properly updated is the responsibility of the Past President, with input from outgoing Board members on their departure. Additions and changes should be made and distributed in a deliberate and organized fashion, so that the Manual remains a useful tool for the administration of the Association.

Revisions 2001

The following people made significant contributions to the 2001 version of this text:

Kathe Albrecht: Mid-Atlantic Chapter bylaws.

Arleen Arzigian: updated version of Membership Director's section.

Joan Beaudoin: Greater Philadelphia Chapter bylaws.

William Broom: updated version of Secretary's section.

Jane Darcovich: Midwest Chapter bylaws.

Sheryl Frisch: updated publications policies documentation.

Marcia Focht: Upstate New York Chapter bylaws.

Barbara Furbush: Southern California Chapter bylaws.

Jeanette Mills: Pacific Rim Chapter bylaws.

James Monteith: 2001 VRA Constitution and Bylaws; Greater New York Chapter bylaws.

Mark Pompelia: Texas Chapter bylaws.

John Taormina: Great Lakes Chapter bylaws.

Christina Updike: historic list of Travel Awards recipients.

Sandra Walker: core manual text.

Karin Whalen: Continuing Education Committee charge.

Lynda White: original version of Membership Director's and Treasurer's sections.

Ann Whiteside: updated Committee charges and agreement with ARLIS/NA.

Respectfully submitted,

Jenni M. Rodda, Past President

New York City, 22 March 2001

Revisions 2003

Ann Whiteside revised this Handbook in January and February, 2003. The entire document is in Microsoft Word, 2000. This document will be converted to PDF format and mounted on the Board-only portion of the VRA web site. Further revisions will need to be made by the two Vice- Presidents, and the next Past President.

Respectfully submitted,

Ann Baird Whiteside, Past President

Charlottesville, VA, February, 2003

Revisions 2006

The 2006 version was updated and revised by Past President Kathe Hicks Albrecht. Working with three documents: the 2001 Handbook (Rodda), the 2003 Handbook draft (Whiteside) and 2005 notes/draft (Lanzi), Ms. Albrecht developed a complete and updated Handbook in June 2006. Contributing to the update process were Ann Thomas (outgoing Treasurer, who redid the 2001 Treasurer's Manual), Jeanne Keefe (outgoing VP for Conference Arrangements) and Betha Whitlow (current VP for Conference Program) who rewrote the VP sections, which had not been updated since the position was split into two VPs. Jeanne and Betha also helped rewrite the Conference Planning Guide, which had not been updated since 2001, and which appears in the 2006 Handbook as a separate section (Section XII). Additionally, I would like to thank Macie Hall for serving as reader and advisor on the reworking of the Handbook and the rest of the current Executive Board for crosschecking the changes (Linda Reynolds, Lise Hawkos, Rebecca Moss, Ann Woodward). The entire document is in a Microsoft Word 2000 and is posted on the VRA Board web site as a printable PDF file.

Respectfully submitted,

Kathe Hicks Albrecht, Past President

Washington, DC July 2006

Revisions 2008

The 2008 revision separates the conference planning section into a separate guide (*The VRA Conference Planning Guide*) and includes a fully revised Treasurer's section with financial planning policies. Officer sections have been reviewed and updated. The history section has been expanded to include information on more recent activities. The document was created in Microsoft Office Word 2007, but has been formatted to be fully compatible with older versions. Full use of Word "styles" was incorporated so that the Table of Contents may be both automatically generated and updated and page numbers are dynamically linked.

Respectfully submitted,

Virginia (Macie) Hall, Past President

Baltimore, MD 2008

Revisions 2010

The 2010 revision includes updated bylaws for the majority of regional chapters electing to participate in the Bundled Membership and Chapter Bursary programs. Administration of these and other additional duties have been incorporated into a revised position description and model contract for the Membership Services Coordinator. An expanded section documents the establishment of the Visual Resources Association Foundation, and the conveyance of oversight for two major projects (Summer Educational Institute and Cataloguing Cultural Objects) to that entity.

Respectfully submitted,
Allan T. Kohl, Past President
Minneapolis, MN 2011

I-B. VRA: A Brief History

From as early as 1968, visual resources curators had been meeting during the annual College Art Association (CAA) conferences. The curatorship of slide and photograph collections required special skills and techniques that were not generally available in established curriculums and could be gained only through experience. For the earliest practitioners in the field, who were often isolated within their respective institutions, this knowledge was hard-earned and therefore of great value when they had occasion to meet and share information. During these sessions, curators discussed issues of particular interest to CAA members whose work involved the management of art slide collections. Given the success of these meetings, during the next several years attempts were made to formalize the relationship of these curators with the larger College Art Association. However, the group remained essentially an ad hoc committee of visual resources curators for some years.

In 1972, the Art Libraries Society of North America (ARLIS/NA) was founded. Visual resources curators comprised a significant special interest group whose purpose was to provide support and development for those members of ARLIS/NA involved in visual resources management.

By the late 1970s, both regional activity and international activity was underway. Comité International d'Histoire de l'Art (CIHA) recognized the visual resources subgroup as an important part of the international association. Visual resources sessions were provided during the CIHA conference in Bologna in 1979. On the regional level, in 1972 curators began meeting at annual conferences held by the Mid-America College Art Association (MACAA) and in 1976 at the Southeastern College Art Conference (SECAC) meetings.

While this range of meeting venues encouraged participation, it also meant that visual resources remained an adjunct to larger concerns and that affiliation along professional lines was episodic and impermanent. An attempt to organize visual resources curators more formally as a subgroup within the CAA in 1973 was rebuffed by that organization's executive board over the technicality that the only level of sub-organization allowed by bylaws was that of a committee.

During this time a number of educational initiatives including seminars, workshops, and college courses, were developed for slide and photograph collection curators. A short-lived masters program, called “Curatorial Science for Slide Collections and Photographic Archives,” was inaugurated in 1969 at the Allen R. Hite Institute of the University of Louisville. Sustained largely by the efforts of dedicated individuals in the visual resources field, some of these early initiatives faltered for lack of institutional support.

One particularly dedicated individual was Nancy DeLaurier, Curator of Slides and Photographs at the University of Missouri, Kansas City. Under her leadership, the MACAA visual resources group began to meet independently, creating workshops and sessions on various aspects of visual resources management. In 1976, DeLaurier began conducting a summer workshop offering fundamentals of collection administration for slide curators. The workshop, “Basic Training for Slide Curators”, was held in Kansas City from 1976-1983. From 1984-1997, the summer workshop was continued and expanded at the University of Texas at Austin, primarily led by Nancy Schuller and Christine Sundt (University of Oregon).

For the workshops, members developed several kits for the benefit of attending visual resources curators. These kits included information on slide room organization, standards of visual resources management, and other practical aspects of the visual resources profession. These eventually evolved into guides published by MACAA which, in turn, gave rise to what would later become the VRA Special Bulletins. This group also began regular publication of the *Slides and Photographs Newsletter*, which for a number of years was the main conduit of information for the visual resources community. The *Slides and Photographs Newsletter* was published under the sponsorship of the College Art Association from 1972-74 and from 1974-79 under the sponsorship of the Mid-America College Art Association. This newsletter eventually became known as the *International Bulletin for Photographic Documentation of the Visual Arts*. DeLaurier was also responsible for the publication of the first edition of the *Slide Buyers’ Guide* (University of Missouri, Kansas City, 1972).

Parallel to these developments in 1974 Betty Jo Irvine, then head of the Fine Arts Library at Indiana University, published her monograph *Slide Libraries: A Guide for Academic Institutions and Museums* (Libraries Unlimited for Art Libraries Society). After surveying over one hundred visual resources collections, Irvine presented the first comprehensive, scholarly overview of the field. Irvine treated visual resources as a special, if idiosyncratic, branch of librarianship, and thus governable by general principles of librarianship at large. To this end, she emphasized the value of library education and methodology, in contrast to the extensive subject knowledge and more empirical on-the-job training propounded by DeLaurier, Nancy Schuller, and other authorities. Schuller’s *Guide for the Management of Visual Resources Collections* was published by the Mid-America College Art Association Visual Resources Committee in 1979.

Visual resources literature in the 1970s addressed a wide variety of topics, including classification, copy photography, slide vendors, equipment, and conservation. However, a round of surveys confirmed that the most pressing issue of the day was professional status, as of then not yet truly conferred by any authoritative body. While both CAA and ARLIS agreed in principle on the need for professional recognition of visual resources curators, the requirement of some measure of library education, favored by ARLIS, proved to be a subject of disagreement within the profession. A sequence of committee

deliberations resulted in a statement supporting professional status that, while an important first step, lacked definitive standards.

In 1980 the *Slides and Photographs Newsletter* was renamed the *International Bulletin for Photographic Documentation of the Visual Arts* and soon was independently supported by subscription. With the new decade, it was clear that the profession was ready to form its own organization. Discussions were held and in 1982 a survey measuring organizational preferences was made of curators in ARLIS, CAA, MACAA and SECAC. While this survey had inconclusive results, it gave rise to a more pointed referendum that offered four choices: 1) maintain the status quo, 2) make an existing group such as ARLIS or the Special Libraries Association the focus for all national visual resources activities, 3) form an information clearinghouse to coordinate the visual resources activities of other organizations, or 4) form a new and separate visual resources organization.

Although only forty-two people voted, a clear-cut majority favored the creation of a new organization. It was on this basis that the Visual Resources Association was incorporated as a non-profit organization in Kansas City, Missouri in August 1982. From a legal standpoint, the VRA was a self-chartered continuation of the CAA committee. Temporary officers were Christine Sundt (chairperson); Nancy Schuller (vice chairperson); and Nancy DeLaurier (secretary/treasurer). Bylaws were drawn up and the first official meeting was held during the annual CAA meeting in Philadelphia in February 1983. Membership was extended to those curators who subscribed to the *International Bulletin for Photographic Documentation of the Visual Arts*. In Philadelphia, officers were elected. They included Christine Sundt, president; Suzanne Babineau-Simenauer, vice president; Helen McGinnis, secretary; Nancy Schuller, treasurer; and Nancy DeLaurier, past president.

The new organization thrived, growing in membership, providing professional support and continuing to develop a strong publications program. The latter included the publication of a scholarly journal independent of the *International Bulletin for Photographic Documentation of the Visual Arts* entitled the *VRA Bulletin*.

The 1990s brought the development and rapid explosion of the Internet and the subsequent expansion of the visual resources field to include managing digital media. During this time it became clear that the VRA no longer served just its membership, but instead played a new and significant role educating the public and contributing research to the broader field of library and information science and instructional technology. The organization led in the effort to develop public understanding of issues on copyright and intellectual property rights, protocols for dissemination of digital materials, standards of cataloging, and the importance of providing a broad public access to cultural information in the digital age.

The organization was invited to send a representative to the Conference on Fair Use (CONFU) which was convened in September of 1994 under the auspices of the United States Patent and Trademark Office and the United States Copyright Office. Attending the conference were representatives from more than sixty different commercial, public and educational interest groups. CONFU representatives met monthly through 1997 in an attempt to develop fair use guidelines for use of digital and electronic media in image archives, multimedia, interlibrary loan services, electronic reserves, and distance learning initiatives. Despite the fact that the process did not yield workable guidelines, it was an important forum for the VRA as it gave the organization recognition on the national scene as significant contributor on issues of intellectual property rights in the digital age. The VRA was asked to participate in a series of

public forums on copyright that were organized by the National Initiative for a Networked Cultural Heritage (NINCH). These Copyright Town Meetings were held in a variety of venues across the country between 1997 and 2003 and were open to the public for discussion and debate.

In other developments during the 1990s, the VRA annual conferences began attracting a growing number of non-members interested in learning about visual resources; VRA-L, the Association's LISTSERV, became a dynamic resource for members; and the VRA web site evolved into an important source of information for students, professionals, free-lance photographers, and IPR rights managers in the image media world. In general, VRA members began to educate the larger community on issues such as copyright, image management, technical digital image issues, data standards, cataloging standards, and other emerging issues of importance.

At the turn of the millennium, data standards came to the forefront with the Cataloguing Cultural Objects project (CCO) and the introduction of the VRA Core. *Cataloging Cultural Objects: A Guide to Describing Cultural Works and Their Images*, published by the American Library Association in 2006, gained national recognition as a new project on standardizing the cataloging of visual information and CCO sponsored workshops, the CCO web site, and other outreach efforts began educating a broad audience. VRA Core, based on the Dublin Core model, grew from a list of elements to describe art and architectural images into a recognized data standard, with an XML schema to promote the sharing of records describing images of cultural heritage materials.

The VRA Education Committee began to sponsor conference workshops on important topics of broad interest and offering these workshops and sessions at the VRA conference and other professional conferences. *The Digital Scene*, a feature of VRA web site, was used to disseminate information on collaborative projects, new standards in imaging and metadata, digital preservation issues, consortial projects, training opportunities, and reports from the field. In 2004, the VRA, in conjunction with the ARLIS/NA began offering the Summer Educational Institute in Visual Resources and Image Management (SEI) to provide in-depth educational opportunities to new and seasoned professionals in the field.

Standards for the profession have remained an important consideration. In 1995, ARLIS/NA and VRA adopted *The Criteria for the Hiring and Retention of Visual Resources Professionals*, a set of guidelines for visual resources professionals. This document was revised in 2002 and is available on the web sites of the two organizations. The division within the profession on the desirability of formal library training versus an advanced degree in a content area was resolved by recognizing that different degrees would be applicable to varying situations (academic institutions, research collections, museums, historical societies, archives, public libraries, governmental agencies, and corporations). And, as a variety of media types may be found in a visual resources collection, the electronic management of those materials has become a primary consideration for the profession.

Since 1988 the Visual Resources Association has honored an individual who has made an outstanding career contribution to the field of visual resources and image management with an annual Distinguished Service Award. Nominees must have achieved a level of distinction in the field either through leadership, research, or service to the profession. The Nancy DeLaurier Award, named for one of the pioneers of the visual resources profession, annually honors a visual resources professional for distinguished achievement in the field. Originally conceived in 1997 as a writing award, to be presented in recognition of a published paper, the Nancy DeLaurier Award now recognizes other forms of achievement in the

field, as measured by immediate impact, and may take the form of published work, oral presentation, project management, software development, technology application, web site creation, or other outstanding effort.

Today the VRA is a firmly established association with over 700 active members. The association provides its members wide-ranging benefits. VRA is now a leader in developing public awareness on copyright and intellectual property rights, establishing protocols for the dissemination of digital materials, recommending cataloging standards, and promoting broad public access to cultural information in the digital age.

I-C. The VRA Foundation

In 2004 a task force was appointed by the VRA Board to investigate the tax status situation of the VRA and to make recommendations. VRA was incorporated in 1982 as a 501 (c) 6 organization, a trade association. Although a trade association is non-profit, it is an organization established solely to provide direct services to its members. VRA is a fine example of a well-functioning and significant 501 (c) 6 organization. As it has grown, the Association's importance has come to extend beyond its member services. Yet, due to United States Internal Revenue Service tax status limitations, the VRA, as a 501 (c) 6 trade association, has not been able to pursue major grants to engage in research or other educational endeavors.

The Association's educational and research components are now important assets and major resources for the general public and the field of information management. After a year of studying the issues, the task force recommended that from an organizational standpoint, a separate 501 (c) 3 Visual Resources Association Foundation offered a way to most efficiently oversee and extend these significant and influential educational and research efforts.

In July 2007, the VRA Foundation was incorporated in the state of Delaware, and in September 2007 the Internal Revenue Service granted the Foundation 501 (c) 3 tax status. The purpose of the VRA Foundation is to develop and expand educational and research opportunities in the public interest; establish standards for emerging electronic media; manage grants and develop programs to improve the visual resources field; conduct and/or sponsor research in the information sciences and educational technology; publish informative articles, guidelines, and online resources; and complement the work of VRA by providing educational, literary, and scientific outreach to the larger community and general public. Through the VRA Foundation, then, VRA is better able to further its significant and growing educational and research efforts.

The VRA Foundation Board is comprised of seven directors serving two year terms. Four of the directors are appointed by the VRA Board, and three by the Foundation Board. Three officers -- a Chair, Treasurer and Secretary -- are selected by the directors from their ranks. The Foundation Board of Directors meets independently in conjunction with the annual VRA Conference, and beginning in 2009 has also held joint meetings with the VRA Executive Board.

In 2008, governance of the Cataloging Cultural Objects project was conveyed by the Association to the Foundation. Also in 2008, the Association conveyed its interests in the Summer Educational Institute for Visual Resources and Image Management (SEI) to the Foundation, to be administered jointly with ARLIS/NA. In September, 2009 a final Memorandum of Understanding (Appendix XII-E) governing the relationship between the Association and the Foundation was implemented by vote of the VRA Executive Board and the VRA Foundation Board of Directors.

I-D. Important Dates in VRA History

August 1982: The Visual Resources Association was incorporated as a not-for-profit organization in the state of Missouri. (See Appendix A for Articles of Incorporation.)

June 1983

VRA's original Constitution and Bylaws were ratified. Amendments to the Constitution and Bylaws were ratified in 1989, 1993, 1995, 1996, 2000, and 2005. (See Appendix B for Constitution and Bylaws.) Greater New York recognized as first VRA regional chapter.

April 2000: VRA's first solo annual conference held in San Francisco, California.

March 20th-26th, 2002: Joint VRA-ARLIS/NA Conference in St. Louis, Missouri.

March 2003: First VRA Strategic Plan ratified by the Executive Board July 2002, presented to membership at the annual conference March 2003, Houston, Texas.

July 2004: First Summer Educational Institute for Visual Resources and Image Management (SEI) held at Duke University.

2006: *Cataloging Cultural Objects: A Guide to Describing Cultural Works and Their Images*, published by the American Library Association.

March 2007: Celebration of the Association's 25 years of incorporation. The celebration centered on the annual conference held in Kansas City, Missouri, March 2007, the state in which VRA is incorporated.

July 2007: The VRA Foundation is incorporated in the State of Delaware, and in September 2007 is granted status as a 501 (c) 3 organization under the U.S. Internal Revenue Code.

January 2010: The 2009 VRA Strategic Plan, the result of a comprehensive assessment of the mission, goals, and operations of the Association, is published. The Plan contains a detailed program of action to help the VRA grow and prosper over the next 5-7 years.

March 2011: The Second Joint VRA-ARLIS/NA Conference held in Minneapolis, Minnesota.

I-E. Officers of the Visual Resources Association

A slate of temporary officers served until the first elections were conducted following the ratification of the Constitution and Bylaws in 1983. The VRA Bulletin Editor was an appointed voting officer from 1983 until 2003. In 1996, an amendment added the appointed voting position of Membership Director. In 2001, the Bylaws were revised to create a second Vice President's position, and to change the Membership Director from an appointed, voting position to an appointed, non-voting position (since 2003, a paid, contractual position called the Membership Services Coordinator). In 2003 the Bylaws were revised to remove the position of VRA Bulletin Editor from the Executive Board and to add a new officer, the Public Relations and Communications Officer. In 2005 the Bylaws were revised to remove the position of Past-President from the Executive Board.

Non-voting appointments include: Membership Services Coordinator (a paid contract worker), VRA Archivist, the MARC (MARBI) representative to the American Library Association, and the Picture Licensing Universal System Coalition (PLUS) Board Appointee. The Publications Program Group includes the following appointments: *VRA Bulletin* Editor, Associate Editor, Assistant Editors, VRA Web Site Editor, *Images* Newsletter Editor. These appointees are not Executive Board members, and are not listed below. Appointees are, however, expected to submit to the Executive Board both mid-year and annual reports documenting their activities. Annual reports are published in the VRA web site and are available for review by the membership.

1982

Temporary officers

Chairperson: Christine Sundt, University of Wisconsin, Madison

Vice Chairperson: Nancy Schuller, University of Texas, Austin

Secretary/Treasurer: Nancy DeLaurier, University of Missouri, Kansas City

1983

President: Christine Sundt, University of Wisconsin, Madison

Past-President: Nancy DeLaurier, University of Missouri, Kansas City

Vice President: Suzanne Babineau-Simenauer, NYU Institute of Fine Arts

Secretary: Helen F. McGinnis, Moore College of Art, Philadelphia

Treasurer: Nancy Schuller, University of Texas, Austin

Bulletin Editor: Joy Blouin, University of Michigan, Ann Arbor

Note that the *VRA Bulletin* was titled *International Bulletin for the Photographic Documentation of the Visual Arts* until Spring, 1989 (vol. 16, no. 1), when the title was changed to *Visual Resources Association Bulletin*.

1984

President: Christine Sundt, University of Wisconsin, Madison

Vice President: Suzanne Babineau-Simenauer, NYU Institute of Fine Arts

Secretary: Helen F. McGinnis, Moore College of Art, Philadelphia

Treasurer: Nancy Schuller, University of Texas, Austin

Bulletin Editor: Joy Blouin, University of Michigan, Ann Arbor

1985

President: Christine Sundt, University of Oregon, Eugene
Vice President: Ruth Philbrick, National Gallery of Art, Washington, DC
Secretary: Kathryn McKenney, Winterthur Museum
Treasurer: Nancy Schuller, University of Texas, Austin
Bulletin Editor: Joy Blouin, University of Michigan, Ann Arbor

1986

President: Christine Sundt, University of Oregon, Eugene
Vice President: Ruth Philbrick, National Gallery of Art, Washington, DC
Secretary: Kathryn McKenney, Winterthur Museum
Treasurer: Nancy Schuller, University of Texas, Austin
Bulletin Editor: Joy Blouin, University of Michigan, Ann Arbor

1987

President: Christine Sundt, University of Oregon, Eugene
President-Elect: Eleanor Fink, National Museum of American Art
Vice President: Lise Hawkos, Arizona State University
Secretary: Margaret Brennan, Art Gallery of Ontario
Treasurer: Christina B. Updike, James Madison University
Bulletin Editor: Joy Blouin, University of Michigan, Ann Arbor

1988

President: Eleanor Fink, National Museum of American Art
Vice President: Lise Hawkos, Arizona State University
Secretary: Margaret Brennan, Art Gallery of Ontario
Treasurer: Christina B. Updike, James Madison University
Bulletin Editor: Joy Blouin, University of Michigan, Ann Arbor

1989

President: Eleanor Fink, National Museum of American Art
President-Elect: Carla Conrad Freeman, Alfred University, New York State College of Ceramics
Vice President: Lise Hawkos, Arizona State University
Secretary: Margaret Brennan, Art Gallery of Ontario
Treasurer: Christina B. Updike, James Madison University
Bulletin Editor: Joy Blouin, University of Michigan, Ann Arbor

1990

President: Carla Conrad Freeman, Alfred University, New York State College of Ceramics
Past President: Eleanor Fink, National Museum of American Art
Vice President: Lise Hawkos, Arizona State University
Secretary: Margaret Brennan, Art Gallery of Ontario
Treasurer: Christina B. Updike, James Madison University
Bulletin Editor: Joy Blouin, University of Michigan, Ann Arbor

1991

President: Carla Conrad Freeman, Alfred University, New York State College of Ceramics

President-Elect: Christina B. Updike, James Madison University

Vice President: Rebecca Hoort, University of Michigan, Ann Arbor

Secretary: Barbara Stevenson, Carleton University

Treasurer: Christine Hilker, University of Arkansas, Fayetteville

Bulletin Editor: Joy Blouin, University of Michigan, Ann Arbor

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President: Christina B. Updike, James Madison University

Past President: Carla Conrad Freeman, Alfred University, New York State College of Ceramics

Vice President: Rebecca Hoort, University of Michigan, Ann Arbor

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President: Christina B. Updike, James Madison University

President-Elect: Sandra C. Walker, University of Tennessee, Knoxville

Vice President: Jenni Rodda, NYU Institute of Fine Arts

Secretary: Leigh Gates, Art Institute of Chicago

Treasurer: Christine Hilker, University of Arkansas, Fayetteville

Bulletin Editor: Joy Blouin, University of Michigan, Ann Arbor

1994

President: Sandra C. Walker, University of Tennessee, Knoxville

Past President: Christina B. Updike, James Madison University

Vice President: Jenni Rodda, NYU Institute of Fine Arts

Secretary: Leigh Gates, Art Institute of Chicago

Treasurer: Lynda White, University of Virginia

Bulletin Editor: Joy Blouin, University of Michigan, Ann Arbor

1995

President: Sandra C. Walker, University of Tennessee, Knoxville

President-Elect: Joseph Romano, Oberlin College

Vice President: Patricia Keats, California Historical Society

Secretary: Arleen Arzigian, Boston University

Treasurer: Lynda White, University of Virginia

Bulletin Editor: Joy Blouin, University of Michigan, Ann Arbor

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President: Joseph Romano, Oberlin College

Past President: Sandra C. Walker, University of Tennessee, Knoxville

Vice President: Patricia Keats, California Historical Society
Secretary: Arleen Arzigian, Boston University
Treasurer: Lynda White, University of Virginia
Bulletin Editor: John Taormina, Ohio State University

1997

President: Joseph Romano, Oberlin College
President-Elect: Jenni Rodda, NYU Institute of Fine Arts
Vice President: Jeanette Mills, University of Washington, Seattle
Secretary: William Broom, Duke University
Treasurer: Karin Whalen, Reed College
Bulletin Editor: John Taormina, Ohio State University
Membership Director: Arleen Arzigian, Boston University

1998

President: Jenni Rodda, NYU Institute of Fine Arts
Past President: Joseph Romano, Oberlin College
Vice President: Jeanette Mills, University of Washington, Seattle
Secretary: William Broom, Duke University
Treasurer: Karin Whalen, Reed College
Bulletin Editor: John Taormina, Ohio State University
Membership Director: Arleen Arzigian, Boston University

1999

President: Jenni Rodda, NYU Institute of Fine Arts
President-Elect: Ann Baird Whiteside, Harvard Graduate School of Design
Vice President: Susan J. Williams, Yale University
Secretary: William Broom, Duke University
Treasurer: Loy Zimmerman, California State University, Long Beach
Bulletin Editor: John Taormina, University of Michigan, Ann Arbor
Membership Director: Arleen Arzigian, Boston University

2000

President: Ann Baird Whiteside, Harvard Graduate School of Design
Past President: Jenni Rodda, NYU Institute of Fine Arts
Vice President: Susan J. Williams, Yale University
Secretary: William Broom, Duke University
Treasurer: Loy Zimmerman, California State University, Long Beach
Bulletin Editor: John Taormina, Duke University
Membership Director: Arleen Arzigian, Boston University

2001

President: Ann Baird Whiteside, Harvard Graduate School of Design
President Elect: Elisa Lanzi, Smith College
Vice President: Mark Pompelia, Rice University
Secretary: Patricia McRae, University of Nevada, Las Vegas
Treasurer: Loy Zimmerman, California State University, Long Beach

Bulletin Editor: John Taormina, Duke University

2002

President: Elisa Lanzi, Smith College

Past President: Ann Baird Whiteside, Harvard Graduate School of Design

Vice President I: Mark Pompelia, Rice University

Vice President II: Jeanne Keefe, Rensselaer Polytechnic Institute

Secretary: Patricia McRae, University of Nevada, Las Vegas

Treasurer: Ann Thomas, Union College

Bulletin Editor: John Taormina, Duke University

2003

President: Elisa Lanzi, Smith College

President Elect: Kathe Albrecht, American University

Vice President I: Jeanne Keefe, Rensselaer Polytechnic Institute

Vice President II: Sheryl Wilhite, MIT

Secretary: Margo Ballantyne, Lewis and Clark College

Treasurer: Ann Thomas, Union College

The position of Bulletin Editor was dissolved as an Executive Board office in June 2003

2004

President: Kathe Albrecht, American University

Past President: Elisa Lanzi, Smith College

Vice President I: Sheryl Wilhite Brittig, MIT

Vice President II: Jeanne Keefe, Rensselaer Polytechnic Institute

Secretary: Margo Ballantyne, Lewis and Clark College

Treasurer: Ann Thomas, Union College

Public Relations and Communications Officer: Christine Hilker, University of Arkansas

2005

President: Kathe Hicks Albrecht, American University

President Elect: Virginia (Macie) Hall, Johns Hopkins University

Vice President for Conference Arrangements: Jeanne Keefe, Rensselaer Polytechnic Institute

Vice President for Conference Programs: Betha Whitlow, Washington University

Secretary: Linda Reynolds, Williams College

Treasurer: Ann Thomas, Union College

Public Relations and Communications Officer: Christine Hilker

2006

President: Virginia (Macie) Hall, Johns Hopkins University

Past President: Kathe Hicks Albrecht, American University

Vice President for Conference Programs: Betha Whitlow, Washington University
Vice President for Conference Arrangements: Rebecca Anne Moss, University of Minnesota
Secretary: Linda Reynolds, Williams College
Treasurer: Ann Woodward, Johns Hopkins University
Public Relations and Communications Officer: Lise Hawkos, Arizona State University

2007

President: Virginia (Macie) Hall, Johns Hopkins University
President Elect: Allan Kohl, Minneapolis College of Art & Design
Vice President for Conference Programs: Victoria O’Riordan, University of California San Diego
Vice President for Conference Arrangements: Rebecca Anne Moss, University of Minnesota
Secretary: Jolene de Verges, Massachusetts Institute of Technology
Treasurer: Ann Woodward, Johns Hopkins University
Public Relations and Communications Officer: Lise Hawkos, Arizona State University

2008

President: Allan Kohl, Minneapolis College of Art & Design
Past President: Virginia (Macie) Hall, Johns Hopkins University
Vice President for Conference Programs: Victoria O’Riordan, University of California San Diego
Vice President for Conference Arrangements: Brian Shelburne, University of Massachusetts Amherst
Secretary: Jolene de Verges, Massachusetts Institute of Technology
Treasurer: Jane Darcovich, University of Illinois at Chicago
Public Relations and Communications Officer: Mark Pompelia, Rice University

2009

President: Allan Kohl, Minneapolis College of Art & Design
President Elect: Maureen Burns, University of California Irvine
Vice President for Conference Programs: Heidi Raatz, Minneapolis Institute of Arts
Vice President for Conference Arrangements: Brian Shelburne, University of Massachusetts Amherst
Secretary: Marcia Focht, Binghamton University
Treasurer: Jane Darcovich, University of Illinois at Chicago
Public Relations and Communications Officer: Mark Pompelia, Rice University

2010

President: Maureen Burns, IMAGinED Consulting
Past President: Allan Kohl, Minneapolis College of Art & Design
Vice President for Conference Programs: Heidi Raatz, Minneapolis Institute of Arts
Vice President for Conference Arrangements: Brian Shelburne, University of Massachusetts Amherst
Secretary: Marcia Focht, Binghamton University
Treasurer: Billy Kwan, Metropolitan Museum of Art
Public Relations and Communications Officer: Robb Detlefs, Gallery Systems

I-F. VRA Annual Conference Sites

| | | |
|--------------------|----------------------|--------------------------------|
| 1983 | Philadelphia, PA | With CAA |
| 1984 | Toronto, CND | With CAA |
| 1985 | Los Angeles, CA | With CAA and ARLIS/NA |
| 1986 | New York City, NY | With CAA and ARLIS/NA |
| 1987 | Boston, MA | With CAA |
| 1988 | Houston, TX | With CAA |
| 1989 | San Francisco, CA | With CAA |
| 1990 | New York City, NY | With CAA and ARLIS/NA |
| 1991 | Washington, DC | With CAA |
| 1992 | Chicago, IL | With CAA and ARLIS/NA |
| 1993 | Seattle, WA | With CAA |
| 1994 | New York City, NY | With CAA |
| 1995 | San Antonio, TX | With CAA |
| 1996 | Boston, MA | With CAA |
| 1997 | New York City, NY | With CAA |
| 1998 | Philadelphia, PA | With ARLIS/NA |
| 1999 | Los Angeles, CA | With CAA |
| 2000 | San Francisco, CA | First solo conference |
| 2001 | Chicago, IL | With CAA |
| 2002 | St. Louis, MO | Joint conference with ARLIS/NA |
| 2003 | Houston, TX | Solo conference |
| 2004 | Portland, OR | Solo conference |
| 2005 March 5 - 10 | Miami Beach, FL | Solo conference |
| 2006 March 6 - 11 | Baltimore, MD | Solo conference |
| 2007 March 27 - 31 | Kansas City, MO | Solo conference |
| 2008 March 12 - 16 | San Diego, CA | Solo conference |
| 2009 March 18 – 21 | Toronto, Ontario CND | Solo conference |
| 2010 March 17 – 20 | Atlanta, GA | Solo conference |
| 2011 March 24 - 28 | Minneapolis, MN | Joint conference with ARLIS/NA |

I-G. Comité International d'Histoire de l'Art (CIHA) Satellite Conference Sites

| | |
|------|---------------------|
| 1983 | Vienna, AUS |
| 1986 | Washington, DC, USA |
| 1989 | Strasbourg, FRA |
| 1992 | Berlin, DEU |
| 1996 | Amsterdam, NLD |

| | |
|------|--|
| 2000 | Although CIHA met in London in 2000, there was no VRA satellite session that year. |
|------|--|

II. Duties and Responsibilities of VRA Officers

Descriptions of each VRA officer's duties are included in this policy manual. This information should also be retained by the current VRA Archivist for the Association's files. Updates should be forwarded to the Archivist as they are made or noted.

II-A. President-Elect

The President-Elect shall perform such duties as the President may assign, and, in the event of the inability of the President to serve, shall act as chief executive officer.

The President-Elect does not have any designated duties, but may be called upon to assist the President in a number of ways. This assistance may take the form of specific assignments in regard to the annual conference, or other tasks related to the general operation of the Association. In general, the President-Elect is expected to spend the year learning how to conduct Executive Board and the annual business meetings, and familiarizing him/herself with the current goals and projects of the Association.

If the President is incapacitated or otherwise unable to carry out the duties of the office, the President-Elect will assume those duties. In years where there is no President-Elect, the President's duties will be assumed by the Past-President until a new President-Elect takes office.

II-B. President

(Updated 2008 by Virginia (Macie) Hall, President 2006-2008, and Allan Kohl, President 2008-2010)

Primary Duties and Responsibilities

The President shall be the chief executive officer of the Association. The President shall have control over the affairs of the Association, subject to the approval of the Executive Board.

As CEO, the President is the public face of the Association. In this role, s/he represents the visual resources profession to the larger community of interested individuals and organizations. The President continually seeks ways to educate others about the profession and to promote the goals and interests of the visual resources field. In order to do this, it is imperative that the President stay well informed about current trends and projects in the field. The President also works with VRA committees, task forces and publications to establish and uphold high standards for the education, training, hiring, and performance of visual resources professionals.

Characteristic Duties and Responsibilities

The President acts as a spokesperson and advocate for the Association; building contacts with related organizations and seeking ways to publicize VRA activities through the publications and events of those organizations. The President has primary responsibility for initiating and pursuing formal and informal affiliations with other organizations.

Along with other members of the Executive Board, the President oversees the activities of the Association, provides for the management of the Association's business, and appoints members of the Association to serve in various capacities as provided for in the Bylaws. S/he may also appoint individuals to serve as liaisons to other organizations.

At each annual conference, the President is responsible for conducting the Executive Board meetings, the VRA Annual Business Meeting, and the Leadership lunch/breakfast. This includes the gathering of agenda items, preparation and distribution of printed agendas, invitations to guest speakers, etc. In recent years it has been the practice for the President-Elect to prepare the agenda for and to conduct the second scheduled Executive Board meeting at the conference, in a year in which the President-Elect becomes President at the end of the Annual Business Meeting. The outgoing President attends the second Board meeting as Past President, in a non-voting capacity. This allows for a smooth transition of duties and greater participation of the President-Elect in the weeks preceding the annual conference. After the conference, the new President reviews the minutes of these meetings, as prepared by the Secretary, suggesting changes as necessary before the minutes are submitted to the Executive Board for approval for distribution/publication.

Each year the President is also involved in the planning of the annual conference. (See *The VRA Conference Planning Guide* for more information.) While detailed planning is arranged by the Vice-Presidents, the President remains in close contact with the Vice-Presidents to discuss expenditures and registration fees and advise on arrangements for sessions, workshops, tours, etc. The President responds to written requests for honoraria and/or waiver of any fees associated with speakers' participation in the conference. After the conference, the President assists the Vice-Presidents in writing appropriate thank-you letters to those who have provided particular support for events such as workshops and/or receptions.

The President is a non-voting ex officio member of all Committees of the Association.

The President has the opportunity to address the VRA membership through the "President's Notes" column in the *VRA Bulletin*, the "Notes from the President" column in the VRA online newsletter *Images*, and through the VRA-L, the association's LISTSERV. These are important ways for the President to maintain an ongoing presence between annual conferences and to preserve the element of accessibility and openness so important to our membership.

- Message from the President for *Images* – should be sent to the *Images* editor the week before publication dates February 1, April 1, June 1, August 1, October 1, December 1. *Images* is the appropriate forum for news, updates, and reminders of upcoming events or activities.

- Message from the President for the *VRA Bulletin* – three times a year. Check with the *Bulletin* editor for a schedule. Due to the delay between submission and publication, this tends to be “for the record” kind of information. It might include news items that should be recorded for posterity, but these items should also be posted on VRA-L or in *Images* for timely distribution.
- Periodic boosts for committees or reminders, announcements of important events or proceedings, other information should be posted on VRA-L.

The President can expect to handle VRA correspondence each year by mail, telephone, fax, and e-mail. Routine correspondence, such as requests for membership information, should be routed to the VRA Membership Services Coordinator, who should then send out prepared packets of information via regular mail or e-mail. Other inquiries, such as questions from persons new to the profession, may require a personal answer. There also will be requests for current information on specific issues in the field of visual resources. In recent years the President also has spoken on visual resources issues at outside conferences and other venues.

Timeline of Events and Activities

January – February

- Send a reminder to members on conference registration deadlines.
- Add new/incoming Board members Board communications and shared files site(s).
- Prepare the President’s annual report.
- Begin work on public speaking for conference – State of Association address, etc.
- Prepare Annual Meeting agendas (Board Meetings and Annual Business Meeting).
- With the Secretary, prepare list of invitations to Leadership Luncheon. These will be sent by email. Coordinate menu choices with VP for Conference Arrangements and include in the email. Follow up on non-responders.
- Discuss with MSC the LISTSERV purge – this should be done on or about January 15.

February

- Send a notice to membership (through VRA-L) of the Annual Business Meeting at least 30 days in advance (per VRA Constitution Article V. Sec. 1).
- Review all annual reports.
- Check on MSC’s intention to renew contract for another year.

March - April

- Attend the annual conference, and preside over the annual Board meetings.
- Prepare and send a post-conference memo to membership via VRA-L.
- Send post-conference thank you notes.
- Send welcome letters to new Board members, thank you letters to out-going Board members.
- Send congratulatory letters to DSA and NDL award winners.
- In first year, prepare a form letter for the MSC – Welcome to new members from the President.
- Write annual report response letters to appointees and chairs.
- Schedule the mid-year Board meeting with new and ongoing Board members.

April

- Begin MSC contract renewal negotiation (must be completed by July 1).

May - June

- Prepare a memo to membership (Board updates, news, conference financials).
- Prepare the President's mid-year report.
- Work with the PR&C Officer on the *Sourcebook* edits.

June-July

- Make sure that the Nominating Committee work is finalized, slate approved (by Board vote).
- Review all mid-year reports.
- Prepare agendas for mid-year Board meeting.
- Announce renewal (or new appointment of MSC) on VRA-L.

July-August

- Attend and preside over the mid-year Board meeting.
- Post mid-year Board meeting memo to membership on VRA-L (review of business, news, etc.).
- Write mid-year report response letters to appointees and chairs.
- Begin work on membership renewal letter from President; review compensated membership list with MSC.
- Oversee preparations for membership renewal and Board elections and make sure that process is on schedule.

September- December

- In consultation with Membership Services Coordinator and Secretary, plan Membership renewal process.
- In consultation with Membership Services Coordinator and Secretary, plan Election process for Executive Board positions.
- After election results are final make phone calls (followed by written confirmations) to all candidates.
- Post a memo to the membership on VRA-L announcing election results.
- Send "Welcome to the Board" emails and other communications to new Board members with explanation of duties and compensations.
- In consultation with the appropriate members of the Executive Board, oversee preparations for conference (web site, registration).
- In consultation with Travel Award Committee Chair, ensure that the preliminary conference program and costs (PDF format) are posted for Travel Award applicants.
- Prepare welcome messages for the Conference website and program.
- Send out preliminary conference announcement (PR&C Officer handles, President writes copy).
- Schedule vote of approval of Travel Award nominees with the Board and follow with an email and/or formal letter to Travel Award Committee Chair.
- Schedule vote of approval of DSA and NDL Award winners with the Board and follow with an email and/or a formal letter to Awards Committee Chair.
- Prior to the start of conference registration, prepare a memo to membership on registration schedule and procedures and post on VRA-L. Send reminders periodically.

Conference Planning Tasks for the President

(See also The VRA Conference Planning Guide)

- Oversee the conference planning to make sure that Board members are on task and on schedule.
- Work with VP for Conference Arrangements on menus and event arrangements:
 - Service for Board meetings if appropriate
 - New Members Breakfast
 - Members' Reception/Dinner (cash bar)
 - Annual Business Meeting breakfast
 - Leadership Luncheon
 - VRAffle (cash bar)
- Prepare agendas and speaking notes for events:
 - Executive Board Meetings
 - New Members Breakfast
 - Members Reception/Dinner
 - Annual Business Meeting – this includes the “script” for the entire meeting and the State of the Association address
 - Leadership Luncheon
- Coordinate keynote speaker arrangements as needed.
- Event preparations for the Leadership Luncheon – list, invitations, menu choices, RSVP count – in coordination with the VP for Conference Arrangements.
- In consultation with the Secretary, prepare a list of certificates for distribution at the Annual Business Meeting – includes Distinguished Service Award, Nancy DeLaurier Award, outgoing Board, appointees, chairs of committees and chapters. The PR&C Officer will print the certificates and arrange for frames.
- Prepare welcome letters/messages for the conference web site and the printed program.
- Assign Board members to attend chapter, task force and committee meetings at the conference.

Estimated Time Requirements

The amount of time required to handle the President's duties is difficult to predict as year to year responsibilities and activities may vary. Year-long responsibilities include presiding over the weekly online board discussions and conference calls, supervising the work of the Membership Services Coordinator, overseeing the conference planning process, and coordinating the work of the other Board officers. A rough estimate follows:

March - May: Post-conference, approximately 10 hours per week spent on correspondence related to annual report responses, reading and approval of minutes, and working with VRA Committees, Task Forces, Appointees and Chapters. Planning for the mid-year Executive Board meeting should be completed by the end of May; the President makes arrangements for accommodations and prepares the meeting agenda.

June - August: A minimum of 5 hours per week spent on correspondence and other follow up related to decisions made at the mid-year Board meeting. Special projects may need the President's attention during the summer. The President approves the minutes of the mid-year Executive Board meeting and answers any queries related to assigned tasks for the other Board members.

September - February: During the pre-conference months the President might expect to spend 10-15 hours per week on activities related to conference business. The conference week requires the President's full attention for a period of approximately 6 days plus travel time.

II-C. Past President

(Updated 2008 by Virginia (Macie) Hall, Past President 2008-2009, and Allan Kohl, Past-President 2010-2011)

Primary Duties and Responsibilities

Upon completion of the two-year term, the President shall step down from the Executive Board, but serve immediately for one year as Past President in an advisory, honorary (non-voting) capacity. The immediate Past President serves for one year as an advisor to the Executive Board. Although no longer a voting member of the Board, the Past President will continue to participate in Board communications (e.g., Board-L, conference calls) as deemed appropriate, but will not vote on issues before the Board. The Past President will attend all Board meetings at the Annual Conference where he/she steps down as President, and may be invited to attend that year's mid-year Board meeting at the discretion of the current President.

The Past President's duties formally end at the Annual Business Meeting during which the incoming President-Elect takes office. Recent Past Presidents have served for a year on the Development Committee and/or Financial Advisory Committee. These commitments should be made in consideration of the greater needs of the Association, as other committee or task force assignments may be deemed more appropriate. Traditionally the Past President updates the *VRA Organizational Policies & Procedures Manual (Officers' Handbook)*. In the event that the President is incapacitated or otherwise unable to carry out the duties of the office, the Past President will assume those duties until a new President-Elect takes office.

II-D. Vice President for Conference Arrangements

(Updated 2008 by Rebecca Moss, VP for Conference Arrangements 2006-2008)

Primary Duties and Responsibilities

The Vice President for Conference Arrangements shall serve as general coordinator for the Association's annual conference, negotiate all on-site contracts, coordinate all local arrangements and special events, and work closely with the Local Arrangements Committee, Vice President for Conference Programs, Secretary, and Treasurer to implement the conference. In the case of a joint conference, the Vice President for Conference Arrangements makes the necessary contacts with the other organization's conference leadership to arrange meeting spaces for joint sessions and programs. The Vice President for Conference Arrangements is responsible for updating the Conference Planning Guide.

The Vice President for Conference Arrangements serves on the Association's Executive Board, and assists in overseeing the activities of the Association and managing Association business.

Characteristic Duties and Responsibilities

(See also The VRA Conference Planning Guide for detailed explanations and samples)

Pre-Conference Duties

- During the annual conference, meet with members from local area where conference will be held the following year.
- Solicit volunteers from this group, from suggestions of group members, and from the Directory of Members.
- Monitor post-conference evaluations for significant items to consider for the following year.
- Send relevant post-conference information to the PR&C officer for posting to the conference web site (photos etc.)
- Work with conference booking service to secure future conference hotel venues and help negotiate an appropriate contract. Note that Vice President for Conference Arrangements and the President must sign hotel contract.
- Produce a preliminary conference budget in coordination with the Treasurer's schedule for the upcoming fiscal year budget.
- Visit site of the following year's conference (usually at the mid-year Board meeting): meet with hotel staff, block out and reserve meeting and event rooms, meet with the local committee, obtain cost estimates for AV and Internet connections, preview possible Tansey Event venues.
- Work with VP for Conference Programs to develop a preliminary schedule to include all special events, keeping in mind that it is cost-effective to equip as few rooms as possible with AV/ Internet connections.
- Design and produce the pre-conference postcard (now part of the PR&C duties).
- Develop a conference web site (now part of the PR&C duties).
- Work with the Development Committee to secure sponsorship, donations and vendors for the next conference. Create a Sponsorship Opportunity document that includes categories of sponsorship and suggested amounts, advertising information for the conference program and exhibitor information. The Development Committee uses this document when contacting potential sponsors and exhibitors.

- Identify options and prices for the conference promotional item. Order selected item.
- Hire a security guard (through the hotel) for the Exhibit Hall if necessary.
- Work with local committee and sponsors to secure accommodations and/or transportation to off-site event venues.
- Supply the hotel catering staff with final event menu choices and numbers.
- Assist the planners of the primary fundraising events (presently the VRAffle and the Tansey Event) in set-ups, tables, overnight storage, AV, transportation and entertainment, if needed.

Scheduling the Conference Events

- Work closely with the Vice President for Conference Programs to schedule the conference components into appropriate meeting spaces and rooms.
- Executive Board Meetings: Schedule two meetings into the conference program with input from the President and other Executive Board members.
- New Members and First-time Attendees Reception
 - Check catering arrangements if breakfast, lunch or other refreshments will be served.
 - Make sure the room seating and presentation needs are set up properly.
- Membership Annual Business Meeting
 - Check catering arrangements if breakfast, lunch or other refreshments will be served.
 - Make sure the room seating, dais and presentation needs are set up.
- Members' Dinner
 - Check catering arrangements for food and refreshments.
 - Make sure the room seating and presentation needs are set up properly.
- Fundraising Events
 - Assist the planners of the primary fundraising events (presently the VRAffle and the Tansey Event) with booth space and storage.
- Tours
 - Coordinate planning and reservations with Local Arrangements Committee and Destination Management Company if one has been retained.
 - Schedule tours into program with input from the PR&C officer.
 - Negotiate and sign contracts for buses, tours, and tour guides (or with DMC)
 - Arrange for pre-payments and payments by Treasurer.
- Exhibit Hall
 - Set venue and booth rental prices at the mid-year Board meeting.
 - Schedule exhibit hall into program with input from the PR&C officer
 - Design Exhibitors Registration form in coordination with the Secretary and Treasurer.
 - Email vendor registration confirmation letters to each vendor.
 - Develop and post exhibitor portfolio on the conference web site, to include information form and hotel's price list for electrical connections, booth space, storage, shipping and special AV rentals.
 - Print out exhibit hall directory for the conference packet and table cards with vendor logos for each booth.
 - Make certain that booth set-up and presentation needs are taken care of.

Work with Local Arrangements Committee

- Appoint Committee
 - Meet at the Annual Conference with members from the local area and other interested volunteers. These may include members who attended the meeting, others suggested by the attendees, and names garnered from the VRA Directory of Members.
 - Appoint Local Arrangements Committee (LAC) Chair.
 - With aid of LAC Chair, appoint committee members to be in charge of conference duties, broken down as follows:
 - Identify local designer to create conference logo ideas that will be sent to the Board for final approval.
 - Local tour and transportation arrangements and volunteers to shepherd tours and off-site events.
 - Tour luncheon arrangements when necessary.
 - Pre-conference coordination of volunteers.
 - Work with sponsors to secure arrangements and transportation to off-site special event venues.
 - Preparation of written information regarding local area to be handed out in conference packets (i.e. guides, city maps, guides to local visual resources collections, dining, transportation, shopping, historic sites, cultural institutions) and to be added to the conference web site. Make arrangements for the local storage and subsequent delivery of conference materials to the conference site.
 - Help in the preparation and compilation of the conference packets
 - On-site coordination of conference volunteers.
- Work with Chair and sub-committee members to see that tasks are accomplished.
- Communicate with local committee members via email or mailing list, as needed throughout year.
- Track all tasks to completion. Appoint additional committee members as needed.

Budget and Financial Accounting

As conference planning progresses, the Vice Presidents should keep the VRA President and Treasurer updated on projected conference expenditures and the President must authorize fund expenditures. Receipts must be forwarded to the VRA Treasurer for the association's records.

- Compile projected conference budget (with input from Secretary and Treasurer on previous costs for pre-registration materials, promotional items, mailing and printing) to presented and approved at the mid-year Executive Board meeting. A copy should be sent to the Treasurer to be incorporated into the overall Association Budget.
- Set conference fees (workshops, tours, special events) in consultation with Executive Board at mid-year meeting based on projected conference budget and projected number of attendees.
- In consultation with Executive Board, select the conference promotional item to be imprinted with the conference logo. Order the item about 2 months before the conference and have it shipped directly to the hotel or to a local volunteer a few days prior to the conference.

- As conference planning progresses, the Vice Presidents should keep the VRA President and Treasurer updated on projected conference expenditures and the President must authorize fund expenditures. Receipts must be forwarded to the VRA Treasurer for the association's records.
- Track all pre-conference contracts and expenses and forward receipts to Treasurer for prompt payment.
- No contracts should be signed without the approval of the President.
- Make sure Treasurer has all necessary information to draw up a conference expense report following the annual meeting.

Reports, Printing, Publicity, Catering Orders, Conference Web Site, Miscellaneous Tasks

- Write and submit a mid-year report before the mid-year Executive Board meeting.
- Write and submit an annual report before the conference Executive Board meeting.
- Prepare a list of recommended events, tours and promotional items for discussion at the mid-year Executive Board meeting.
- Submit conference logo design proposals for discussion at the mid-year Executive Board meeting.
- Prepare pre-registration web-form and preliminary program with the VP for Conference Programs and the Secretary
- Work with the PR&C to design and maintain the conference web site and post all conference related information and forms.
- Prepare catering suggestions for all conference events to discuss with the Executive Board about two months prior to the conference, sign final contracts with the caterer's about three weeks prior to the events.
- Work with the PR&C to design, prepare and print conference posters incorporating the conference logo.
- Design Exhibit Hall directory for conference program.

On-site conference duties

- Arrange a pre-conference meeting with hotel and catering staff to review all contracts (catering, meeting rooms, AV, Internet etc.) for last minute changes.
- Make sure all arrangements are in place--rooms, audio-visual requirements, catering, signage, tours, storage, etc.
- Trouble-shoot throughout the conference and make necessary changes and announcements as needed.

Post-Conference duties

- Present a post-conference report to the Executive Board at the beginning of the second Executive Board meeting at the conference.
- Write thank you notes to hotel staff, AV providers, bus companies, tour guides and entertainers where appropriate.

- Fill out post conference evaluation forms on the hotel, AV providers, and any other conference services provider that requests one.

Characteristic Duties and Responsibilities as Executive Board Member

- Conduct Executive Board business as deemed appropriate by the President and/or Executive Board.
- Attend Executive Board meetings.
- Present reports related to the conference and other Executive Board business.

Estimated Time Requirements (based on a March conference date)

April—August: 10 hours per week
 September—October: 10-15 hours per week
 December –March: 20-30 hours per week

II-E. Vice President for Conference Program

(Updated 2011 by Heidi Raatz, Vice President for Conference Program 2009-2011)

Primary Duties and Responsibilities

VRA Constitution and Bylaws - Article V, Sec. 4: "The Vice President for Conference Program shall coordinate the development of the entire program of sessions, seminars, and workshops to be held at the Association's annual conference, and will work in conjunction with the local arrangements committee and the Vice President for Conference Arrangements to implement the annual conference."

The Vice President for Conference Program serves as general coordinator for the conference program, soliciting proposals, working with the Board to establish the program, setting the schedule and audio-visual requirements, and acting as the primary liaison and facilitator for session organizers and speakers. The Vice President for Conference Program works closely with conference organizers, the Vice President for Conference Arrangements, the Public Relations and Communications Officer, the Secretary and the Treasurer in order to implement the conference. The Vice President for Conference Program is responsible for all online and printed program content. The Vice President for Conference Program serves on the Association's Executive Board, assists in overseeing the activities of the Association and Managing Association Business.

Characteristic Duties and Responsibilities

(See also The VRA Conference Planning Guide for detailed explanations and samples)

Pre-Conference Duties

- During the (previous) annual conference, work with the Vice President for Conference Arrangements to form a committee of responsible volunteers to manage local arrangements for the following conference. Meet with that committee to solicit volunteers for various tasks for next year's conference.
- Post call for conference proposals, present proposals to Board at mid-year meetings; contact those who submitted proposals with acceptance or rejection letters.
- At mid-year, evaluate the site of the next year's conference for room layout, etc. Meet with hotel staff.
- Work with Vice President for Conference Arrangements to set conference schedule and AV needs. This includes finalizing abstracts, speaker's lists, and technology requirements with session organizers. Act as primary contact for session organizers.
- Create and distribute AV request forms to organizers of accepted sessions, workshops and user groups. Organizers are asked to complete and sign AV request forms before the conference to ensure accurate provisioning of costly AV equipment and services. Completed forms are shared with the Vice President for Conference Arrangements who will negotiate the conference AV equipment contract.
- Create, edit and manage online conference program schedule using scheduling software programs (for 2010 and 2011 conference years VRA has used the SCHED* social scheduling platform <http://sched.org/>).
- Work with Public Relations and Communications Officer to provide conference schedule, events, speaker lists and abstracts, and other pertinent information for conference website.
- Work with Secretary and Treasurer to provide conference program information for online registration form, particularly for events that require enrollment limits or involve fees.
- Work with the Development committee and Vice President for Conference Arrangements to identify events, sessions and workshops available for sponsorship.
- Work with committee, advisory group, task force and regional chapter chairs to schedule conference meetings.
- Work with organizers for Ask the Experts, Birds of a Feather, student members, VRAF and SEI to help schedule conference meetings.
- Distribute "Message to Moderators" instruction and tips document to all session and workshop organizers, facilitators, and moderators. This document outlines their roles and responsibilities for their part of the conference program, covering tips for moderating sessions, facilitating discussion, budget issues, workshop materials and handouts, and final AV request reminders. The "Message to Moderators" document should be reviewed and edited prior to each conference and before distribution.
- Provide the Public Relations and Communications Officer with a final edited version of the conference program schedule for print publication. Content should include accurate speaker lists and abstracts for all conference sessions and workshops. Assist in editing successive versions of the printed program content prior to publication, upon the request of the Public Relations and Communications Officer.
- Design and implement all conference evaluation surveys and forms, for attendees, non-attendees and vendors (for 2009-2011 conference years VRA has used SurveyMonkey software for creating these surveys <http://www.surveymonkey.com/>).

Program Planning

The Vice President for Conference Program works closely with the Vice President for Conference Arrangements to schedule the conference, by providing the Vice President for Conference Arrangements with the proposed schedule for sessions, workshops, and meetings, and by communicating the AV requirements from conference proposals and request forms. Decisions regarding approved program content are made jointly with the Executive Board at the mid-year meeting.

- Conference Sessions, Seminars, Special Interest/User Groups and Workshops: The Vice President for Conference Program is responsible for the execution of these aspects of the conference from start to conclusion, including submitting a call for proposals, organizing and presenting proposals to the Board, communicating with session organizers, scheduling rooms and AV, and developing content for the online and printed programs.
- Members' Reception: The Vice President for Conference Program is responsible for working with the Board to schedule a keynote speaker (if desired), and for establishing the AV needs of the speaker, confirming and communicating all necessary arrangements with the Vice President for Conference Arrangements.
- Exhibit Hall: The Vice President for Conference Program is responsible for working with the Vice President for Conference Arrangements to schedule the dates and times for the Exhibit Hall. Individual AV requirements are facilitated by the exhibitors with the Vice President for Conference Arrangements and the hotel or contracted AV provider.
- Committee, Advisory Group, Task Force, and Chapter Meetings: The Vice President for Conference Program contacts the chairs and co-chairs to facilitate the scheduling all committee, advisory group, task force, and regional chapter meetings to be held at the annual conference.
- Other groups and meetings: The Vice President for Conference Program may also be requested to assist with the scheduling of additional group meetings at the annual conference, including Ask the Expert, Birds of a Feather, student members, SEI, and the VRAF.

Reports, Publicity, and Other Work

- Write and submit a mid-year report before the mid-year Executive Board meeting.
- Write and submit an annual report before the conference Executive Board meeting.
- Provide reports or analysis data from the conference evaluation surveys prior to the mid-year Executive Board meeting.
- Post the call for conference proposals, issuing several follow-up reminders prior to the mid-year Board meeting. Cross-post the call for proposals to affiliated professional organizations. Prepare a dossier of all proposals received for discussion at the mid-year Board meeting.
- Work with Public Relations and Communications Officer and Vice President for Conference Arrangements to provide content for the conference website. Frequently visit and edit conference website content as necessary.
- Create, edit and manage the online conference program schedule. Work with the Public Relations and Communications Officer to coordinate conference program information for the conference website and printed conference program.
- Work with the Secretary in the production of the online conference registration form, providing content related to the conference program.

- Assist with publicizing the conference program and events on various mailing lists.
- Create conference evaluation surveys and online conference proposal forms.

On-Site Conference duties

- The Vice President for Conference Program attends a pre-conference meeting with hotel staff and catering staff to review all contracts (catering, meeting rooms, AV, Internet, etc) for any last minute changes.
- At the conference, the Vice President for Conference Program is expected to attend the start of every session, seminar, workshop and user group or special interest meeting, to help ensure that AV and room requirements are properly set up. The Vice President for Conference Program works extensively with the Vice President for Conference Arrangements, the hotel AV and facilities staff to ensure an effective running of the conference program.
- The Vice President for Conference Program is responsible for working with the Vice President for Conference Arrangements to take tickets and shepherd busses, or appoint responsible members or volunteers to be shepherds, for conference tours and events.

Post-Conference Duties

- Create, edit and activate the conference evaluation surveys. Post notifications to the VRA listserv regarding availability of surveys, including direct links to online surveys. Post follow-up reminders at regular intervals during survey collection period.
- After surveys are closed, collect and compile evaluation data, or use software provided by the survey instrument to create results reports, and distribute these for consideration by the Executive Board.
- Write thank you notes to hotel staff, AV providers, and session organizers.

Characteristic Duties and Responsibilities as Executive Board Member

- Conduct Executive Board business as deemed appropriate by the President and/or Executive Board.
- With the Vice President for Conference Arrangements and VRA conference booking service representative, travel to future conference locations and tour potential conference hotels. Meet with members of the local committee (if available), and tour the city, scouting locations for possible tours, events, feature locations, etc.
- Attend Executive Board meetings (typically at the annual conference and at mid-year).
- Present information related to the conference and participate in other Executive Board business.

Estimated Time Requirements (based on a March conference date)

April-August (10 hours a week)
 September-November (10-20 hours a week)
 December-March (25-30 hours per week)

II-F. Secretary

(Updated 2008 by Jolene de Verges, VRA secretary 2007-2009; additional updates by Marcia Focht, VRA Secretary 2009-2011)

To keep the official minutes of the Association's annual membership meeting, the official minutes of Executive Board meetings, the official minutes of the online board discussions and conference calls, the procedures manual of the Association (with the Past President); to handle on-line registration for the Association's annual conference and to assist with setting up on-site registration at the conference, both in close cooperation with the Vice Presidents; to collect and distribute reports for Executive Board meetings; to handle any correspondence required; to act as teller for balloting for proposals of affiliation and/or amendment to the Constitution and Bylaws; to act as teller for board votes (including online via email). The Secretary shall serve as Association Parliamentarian.

Primary Duties and Responsibilities

To keep the official minutes of the Association's annual membership meeting, the official minutes of Executive Board meetings, the official minutes of the online board discussions and conference calls, the procedures manual of the Association (with the Past President); to handle on-line registration for the Association's annual conference and to assist with setting up on-site registration at the conference, both in close cooperation with the Vice Presidents; to collect and distribute reports for Executive Board meetings; to handle any correspondence required; to act as teller for balloting for proposals of affiliation and/or amendment to the Constitution and Bylaws; to act as teller for board votes (including online via email). The Secretary shall serve as Association Parliamentarian. The Association covers the expenses for the Secretary's supplies and associated costs for mailing of VRA correspondence, for balloting (e-voting costs), and other assigned duties.

Characteristic Duties and Responsibilities

- Act as teller for balloting and proposals of affiliation and/or amendments to the Constitution and Bylaws, whenever such a vote is held.
- Act as teller for Board votes, and communicate to the President and Board members the results of Board votes.
- Review for accuracy and completeness all monthly Board communications added cumulatively to the Association's online project management system (Basecamp or equivalent).
- Submit official minutes and vote documents (hard copy and/or electronic) to the Archivist, following Board approval.
- Submit receipts for reimbursement to Treasurer

Note that in the Secretary's first year, the minutes from the previous Annual Conference Executive Board Meeting I, which are approved at the following mid-year Board meeting, will have been prepared and finalized by the previous (outgoing) Secretary. It is important that the incoming Secretary submit both sets of Executive Board meeting minutes to the Archivist.

Timetable for the Characteristic Duties and Responsibilities of the Secretary

(See also The VRA Conference Planning Guide)

January

- Ensure that Annual Reports are in from Executive Board members, Appointees, Committee, Task Force, and Chapter Chairs; contact delinquents.
- Continue to process conference registrations .

January/February (depending upon the dates of the annual conference)

- Collect and post (to shared file location) all Annual Reports so that they may be reviewed before the annual conference.

February/March/April

- Prior to conference, consult and provide registration information to the Treasurer, the Vice Presidents, Local Arrangements Chair, registration desk coordinator, leaders of tours and workshops, as appropriate.
- Ship Secretary's materials for registration desk to conference hotel.
- At the conference, oversee packet-stuffing process, assist with setting up registration desk and, with the Treasurer, train registration-desk volunteers prior to opening of desk and supervise on-site registration (see *The VRA Conference Planning Guide* for detailed registration desk planning, training, and operations).
- Take minutes at Executive Board meetings and at Annual Business Meeting; be prepared to read minutes of previous year's Annual Business Meeting, if required.
- Consult with Treasurer as necessary regarding conference registration.
- Post Conference:
 - Immediately following conference, prepare Annual Business Meeting minutes. Once the President has edited the minutes, they should be sent to the Editor of the *VRA Bulletin* for publication and posted on MemberClicks.
 - Post approved Committee, Appointee, Chapter and Board Annual Reports on MemberClicks.
 - Prepare Executive Board minutes and send them to the President for approval. Once approved, distribute to the rest of the Executive Board.

May/June

- Update contact lists of Committee, Task Force and Chapter Chairs, Appointees, and Executive Board members, and send to Board members and the VRA Web Site Editor.
- Prepare templates for mid-year reports.
- Six weeks prior to mid-year Board meeting, request mid-year reports and budget requests of the above officers, and distribute them to board members in advance of the mid-year board meeting.
- Consult with PR & C Officer for changes in conference registration forms for review at mid-year board meeting.
- In conjunction with Vice-Presidents, determine timetable for registration and deadlines for next annual conference.

July/August

- Meet with Executive Board for mid-year meeting and take minutes of meetings. Minutes should be sent to Board members following the meeting for reading and corrections.
- In coordination with the President, consult with Nominating Committee Chair to coordinate fall election and establish election and vote tally timetable.
- Receive candidate bios and statements from Nominating Committee Chair; forward to web editor for web site posting.
- With MSC and President, coordinate schedule for Membership Renewal Drive; revise Membership form in MemberClicks; work with the MSC and Treasurer to test and fine tune the form

September/October

- Send the link to the membership form for the new year to MSC and Web Editor to post, timed to coincide with Membership renewal letter
- Prepare e-ballot and begin testing (before the final roster is submitted to the ballot)
- After October 15th, export all current year members from MemberClicks membership database to be submitted to the e-election ballot
- Work with President to announce start and end dates of the election; answer all ballot access questions and determine dates for reminders
- Prepare for conference registration

November

- Notify Executive Board members, Appointees, Committee, Task Force and Chapter Chairs that annual reports must be submitted in January.
- With assistance from the MSC, create the conference registration form in MemberClicks; test the form with the EB and MSC; coordinate a schedule and procedure for exporting registration data and for posting to file sharing location
- Provide e-election account information to election tellers

November/December

- Announce to VRA-L the procedure and timetable for conference registration.
- Answer all registration-related questions from the membership

November/December/January/February

- Process registrations (see *The VRA Conference Planning Guide*), printing receipts for inclusion in packets.
- Review MemberClicks conference registration daily to track numbers of registrants for all limited events, and review each registration for potential problems.
- Communicate with Vice-Presidents and Treasurer throughout registration process.
- With assistance from the MSC, create lists of events and attendees, export data to label program to create badges, packet and envelope labels, and event tickets.
- Provide lists of workshop and special attendees for leaders and registration notebook; coordinate with VP for Programs and VP for Arrangements to establish when a workshop or tour is full or cancelled due to low enrollment
- Handle e-mail and telephone inquiries.
- Devise plan with the Treasurer for combining on-site registration information with on-line registration information, in order to report final and complete registration information to Board.

Estimated Time Requirements

February: 15-20 hours at conference; 10 hours/week for Annual Business Meeting minutes, conference follow-ups.

Spring: approximately 40 hours to prepare Executive Board minutes

Summer to November: 3-5 hours/week

November/December: 20 hours to prepare on-line conference registration.

December/January: 10 hours/week to process on-line registrations + additional 10 hours to prepare registration packets.

II-G. Treasurer

(Updated 2008 by Ann Woodward, Treasurer 2006-2008)

The Treasurer shall be responsible for the financial accounts of the Association, including sales, income, and expenditures. In an official publication of the Association, the Treasurer shall present a financial statement for the previous fiscal year. The Treasurer shall cooperate with a partial audit that will be done every two years, and with a full independent audit as stipulated by the Executive Board in order to assure fiscal responsibility. The Treasurer is the only Board member authorized to write checks or to make charges against the Association's debit card. If the Treasurer is incapacitated the President is authorized to write checks.

Duties and Responsibilities

- Oversees all financial activities of the Association; i.e. monitors and reconciles financial statements; prepares reports as necessary or as requested by the Board.
- Secures the services of an accounting firm to support the Treasurer.
- Monitors activities of all persons involved in VRA bookkeeping duties.
- Proposes upcoming year's budget to Executive Board (schedule to be specified).
- Makes recommendations to the Board on financial matters
- Reviews and approves the Association's annual tax returns and all associated forms, including federal tax form 1099.
- Reports activities at Executive Board meetings and to Board members at other times as needed.
- Reports annually to the membership in an official publication the financial statement for the previous year.
- Signs all checks for the Association.
 - Informs President of all checks written in excess of \$5,000.
- Serves on the Executive Board and attends its regular meetings, assuming responsibility for the necessary financial and time commitments.
- Serves as Board liaison to the Finance Committee and other committees as assigned.
- Solicits budget request from the Executive Board, Appointees, Committee, Task Force and Chapter in preparation for drafting the annual budget. Reports back to these group leaders the Executive Board's budget decisions.
- Works with Vice-Presidents on conference budget.

- Participates in conference planning meetings.
- Cooperates with a partial audit or accountant’s review, to be done at least every two years; and with an audit as recommended by the Board.
- Prepares annual incorporation registration report and pays annual fee for the Visual Resources Association to the State of Missouri.
- Maintains a list of all VRA credit accounts with account numbers and contact information, login and password information.
- Identifies issues of ethical concern to the Executive Board of the Association, and/or to the appropriate committee.
- Advises Executive Board on financial “best practices” for non-profit organizations, and encourages the adoption of such practices.
- Reports annually to Board on comparative association membership and conference registration fees.
- Works with Executive Board and Financial Advisory Committee to maintain a written record of all financial policies with dates of adoption and amendment.

Financial Policies of the Visual Resources Association

(See also Section V. Authorization for Commitment of Association Funds)

Note: It is the recommendation of past-Treasurer Ann Woodward and Past President Virginia (Macie) Hall that the Executive Board make it a priority to craft a set of policies and best practices for the financial activities and general governance of the Association. These policies and practices should be published on the VRA Web site and incorporated into this Officer’s Manual. This task could be assigned to the Financial Advisory Committee. Sections V. (Authorizations for Commitment of Association Funds) and X. (Publications) of this document contain financially related policy and procedure information.

General remarks

Incorporation: The VRA is incorporated in the State of Missouri as a not-for-profit trade organization with 501(c) 6 status, tax id number 431-29-3159. As such it is exempt from federal income tax, but must file an annual tax return. The VRA is *not* exempt from paying state sales taxes.

Calendars

Fiscal Year: July 1-June 30

Membership year: January 1 –December 31

Officer terms: Biennial, based on annual meeting, currently held mid-March

Policies

Temporary numbering assigned by Ann Woodward based on the ARLIS format. Currently these are practices, rather than true policies.

P-1 Subject: Withdrawal of Funds

(To be developed)

P-2 Subject: Monthly Financial Statements

Treasurer should reconcile each statement, sign (initial the statement) and mark the date of reconciliation (per T.R. Klein Associates, 2007)

P-3 Subject: Treasurer Reports

“The Officers’ Handbook states that the Treasurer files a report at the end of each of the four quarters. Additionally, reports are prepared prior to the Annual Conference – one in detail for the Executive Board Meeting and one as a summary to be read at the Annual Business Meeting. The summary, along with a brief financial statement and balance sheet for the last fiscal year, is then forwarded to the Bulletin Editor for publication. At the mid-year Board meeting, the Treasurer presents the final report for the fiscal year which has closed the previous June 30th.” [Ann Thomas, *Officer’s Policies and Procedures Manual*, Second Edition, 2006, p28.]

This policy should be made more explicit in terms of to whom should the reports be delivered and updated to reflect accrual accounting practices.

P-4 Subject: Fundraising Revenues

(To be developed)

P-5 Subject: Investments

(To be developed)

P-6 Subject: Acknowledgment of Donations

(To be developed)

P-7 Subject: Insurance

Two insurance policies are maintained: a Business Owners policy (insured by The Hartford) and a Directors and Officers Liability policy (insured by Chubb). Both of these policies are managed through the VRA's insurance broker, Ten Eyck Group, Albany, NY.

P-8 Subject: Special Bulletins Series

The Treasurer assists the Special Bulletins Editor and the Public Relations and Communications Officer to determine the pricing of each new Special Bulletin. Special Bulletins can be purchased by credit card or by check. If purchased by check, Special Bulletins are not shipped until the check is received. An author may request from the President a discount of up to 50% for up to 10 copies of his/her work.

P-9 Subject: Sale of Mailing List

Label sales are managed by the Membership Services Coordinator. Normally inquiries are directed to the MSC who should ask the Treasurer/Board in each case whether or not the sale is acceptable. If approved a printed list of labels is currently priced at \$125. Prepayment – either check or credit card - is required. As a matter of policy the VRA does not distribute members’ phone numbers or email addresses.

P-10 Subject: Payments to Individuals and Reporting to the IRS

The VRA accountant should prepare the tax form 1099 for each individual to whom the VRA has paid more than \$599 in the tax year. This does not include reimbursements. The forms must be supplied by to each individual by January 31, filed with the IRS and supplied to certain states.

P-11 Subject: Restricted Funds

(To be developed)

Practices

(To be developed)

Conference Duties and Responsibilities

(See also The VRA Conference Planning Guide)

10 months prior

- Ascertain that the Tansey fundraiser planning is underway.

8-9 months prior (at the mid-year Board meeting, based on a March conference)

- Review with the Board the membership and conference registration fees for the upcoming cycles.
 - Look at other organizations for comparable fees.
 - Determine if there will be a discount for early conference registration.
 - Convey fees to form designers.
 - Update prices in Quickbooks for the new cycle.
- Review and get Board consent for conference refund policy, write out policy, and make certain this is included on registration form.
- Remind Board members that you should receive copies of any and all contracts and letters of agreement to do with the conference.
- Review with hotel its timeline for credit approval for master account.
- As part of the budget determine the reimbursement policy for Board member expenses for the mid-year meeting and the conference.
- Review with the Board the dollar amounts for the coming year for any and all awards.

8-7 months prior

- Review with the VPs the fee structure for all items on registration form. This includes tours, workshops, and fundraising events.
 - Tour fees should be structured so that 50-60% capacity pays for the tour.
 - There should be no changes to fees without treasurer approval and consideration of impact on conference budget.
 - Board should be apprised of and review fees.
- Review particulars and pricing of fundraisers that will be held at conference.
- Help the Secretary as needed with design of registration form. Check with Memberclicks to see if there are any modifications that could improve registration.

- Plan how onsite registrations will be handled. Inquire of Memberclicks if there can be a combined form for membership and conference registration to resolve problem of form access at conference.
- Remind Board members that you should receive copies of any and all contracts and letters of agreement to do with the conference.
- Check with hotel regarding credit approval for master account (monthly job until approval comes through).

5 months prior

- Secretary mounts web registration form and has the Board test.
 - Remind all **NOT** to do credit card tests as they will result in merchant services fees being charged to VRA.
 - If it is considered desirable to test this make the registration form accessible to 2-3 VRA members who will register with credit cards, and have them register 1-2 days early.
- With Secretary review with the Membership Services Coordinator the procedure for entering registrations in accounting software, for checking that those registering as members are indeed members, and for checking ARLIS memberships.
 - Develop a form response to those who do not have memberships but think that they do, and those who have renewed but not yet paid.
- Coordinate with the Secretary and President to send out a membership renewal reminder prior to conference registration. Time this so that the MSC has time to process renewals before the conference registrations begin.
- Discuss and establish with the VP for Conference Arrangements and Secretary a work and form flow for vendors that will keep the VP for Conference Arrangements updated on numbers of vendor slots sold.
 - Determine if there is a maximum number of slots available.
- Board members should all make hotel reservations through VP for Conference Arrangements prior to online registration opening.
- Before registration opens remind the Travel Awards Committee Chair to tell all recipients that they must register for the conference.
- Remind Board members that you should receive copies of any and all contracts and letters of agreement to do with the conference.
- Check with hotel regarding credit approval for master account (monthly job until approval comes through).

4 months prior

- Typically this is when online registration opens. Encourage MSC to process registrations as they come in. This can be a difficult period for the MSC as there tend to still be memberships being processed.
- Plan who will work at registration desk during conference, and how much ground support staff will be needed. Work with the Secretary to put both of your schedules in first, and make sure that the two of you don't spend the whole conference behind the desk!
- Recruit experienced VRA members (particularly past Secretaries and Treasurers) to help at registration. Generally someone from the Local Arrangements Committee will be recruited to organize the registration desk volunteers. Work with this person to assure adequate coverage.
- Check with hotel regarding credit approval for master account (monthly job until approval comes through).

- For duration of registration: weekly check with MSC and Secretary on progress of registration with particular attention paid to events with attendance limits, and break-even points (i.e. tours, workshops, fundraisers, meals).
- Remind Board members that you should receive copies of any and all contracts and letters of agreement to do with the conference.
- Discuss with the Secretary the computer needs for registration desk and how these will be met

3 months prior

- Check with hotel regarding credit approval for master account (monthly job until approval comes through).
- For duration of registration: weekly check with MSC and Secretary on progress of registration with particular attention paid to events with attendance limits, and break-even points (i.e. tours, workshops, fundraisers, meals).
- Continue to work with the person recruiting volunteers for registration desk.
- Discuss status of ground management staff with the VP for Conference Arrangements.
- Remind the VP for Conference Program to supply you with a list of people who should be receiving checks at the conference. This list would include speakers and workshop presenters. Verify whether checks should be made out to the individual or their home institution (repeat monthly until done, or conference).

2 months prior

- Before online early registration closes check the numbers to see if there should be emails from President to encourage signups for any events.
- Check with hotel regarding credit approval for master account (monthly job until approval comes through).
- Continue to work with the person recruiting volunteers for registration desk.
- Make supply list with the Secretary for the registration desk
- Work with Secretary on “how to” list to keep at registration desk and to give to volunteers, be sure to include information on how to accept and note cash.
- Remind the VP for Conference Program to supply you with a list of people who should be receiving checks at the conference. This list would include speakers and workshop presenters. Verify whether checks should be made out to the individual or their home institution (repeat monthly until done, or conference).
- Get list of Travel Award winners with amounts per award from Travel Award Committee Chair.
- Get names of Distinguished Service Award and Nancy DeLaurier Award; check on current amount of award.
- Prepare Treasurer’s annual report for the Board.

1 month prior

- Prepare the Treasurer report to be made at the Annual Business Meeting.
- Review registration desk supply list.
- Computers, envelopes, printer paper, carbon receipt books, raffle tickets (?), pens, pencils, paper clips, stapler, scotch tape, board for messages, hard candy for long lines, paper registration and credit card forms for Internet failures, reimbursement forms, checks, deposit slips, cash boxes for desk and for raffle, personal cell phones with contact numbers of fellow Board members, etc.
- Bring electronic file containing registration desk directions for workers.

- Remind MSC coordinator to provide desk with a printed list of all members, their logins and passwords. Have this sorted alphabetically.
- Check with hotel regarding credit approval for master account (monthly job until approval comes through).
- Review whether tour cancellations are needed. Inform tour participants. Offer alternate tour or refund, if refund is desired process as paid (i.e. credit card or check).

Two weeks prior

- Review with the Secretary, VP for Conference Arrangements, and MSC numbers to be delivered to hotel for events.
- Review reports for Board meeting and Treasurer's reports (annual report and report for the Annual Business Meeting).
- Verify that "go live" arrangements have been made for both the registration form and the link to the registration form (2008 problem).
- Enter all conference checks to be printed in Quickbooks.
- Fine tune registration desk volunteer list.

One week prior

- Print all conference checks, and group in manila envelopes. Enter date of delivery on envelopes.
 - Speaker checks go to VP for Conference Programs who will deliver the checks at the end of each session.
 - Travel Award checks go to Chair of Travel Award Committee, Special recognition awards to president.
- Review with VP for Conference Arrangements who is getting compensated ("comped") rooms, ask hotel to check that these are noted on registrations.

At the conference

- Attend pre-conference planning meeting at hotel.
- Verify that there is a safe in the Treasurer's room, otherwise get access to hotel safe.
- Locate nearest copy center, hotel business center.
- Find nearest Bank of America.
- Arrange for a buddy to walk to bank if carrying large amounts of cash.
- Have cash for VRAffle cash box, and registration desk.
- Set up registration desk with the Secretary, check Internet access.
 - Arrange desk so that there can be separate lines for people who have pre-registered, and those who need to do onsite registration.
- Make sure that there are plenty of sets of directions for ground management staff and volunteers.
- At end of each day work with the MSC to update registrations in Quickbooks, and to prepare a deposit for the day.
- Monitor activity at desk, filling in as necessary and answering volunteers' questions.

Post-conference

- Issue any refunds due.
- Review and pay all conference bills.
- Collect all reports from Travel Award winners.
- Pay workshop stipends to recipients of Education Committee awards once reimbursement form is submitted.

- Prepare a conference profit/loss statement and deliver to board

Estimated Time Requirements

Ann Woodward estimates that she spent an average of 20 hours a week on VRA business during her term as Treasurer. It should be noted that her term included the major transition to an accounting system using classes, the adoption of online Quickbooks, and a full formal audit of the VRA books. As of 2008, the Membership Services Coordinator is being paid to do some of the routine bookkeeping, reducing the time the Treasurer spends on these tasks.

II-H. Public Relations and Communications Officer

(Updated 2011 by Robb Detlefs, VRA Public Relations and Communications Officer, 2010-2012)

The Public Relations and Communications Officer Board position was created in 2003. The first PR&C Officer, Christine Hilker, focused effort on selecting and establishing MemberClicks as the VRA membership management system. Lise Hawkos was responsible for the development of a new VRA logo, style guide, and business package (letterhead, envelopes), and the complete redesign of the VRA web site. These tasks will not be repeated in the near future, so are not included in the following description of duties.

The Public Relations and Communications Officer shall be responsible for overseeing Association publications, facilitating communication within the organization, and developing and maintaining the Association's public relations program

Primary Duties and Responsibilities

Oversees and coordinates all publications of the Visual Resources Association

- Monitors publication schedules for the *VRA Bulletin*, *Images*, and Special Bulletins.
- Serves as Chair of the Publications Program Group (PPG).
- Acts as liaison between editors of VRA publications and the Executive Board.
- Within the Publications Program Group, oversees editing, design and organizational issues for VRAWeb. Analyze website statistics gathered from Google Analytics.
- Work with VRA leadership (chapter chairs, committee chairs, appointees) regarding the areas of VRAWeb that are their responsibility.
- Monitors publication budgets and consults with the VRA Treasurer in determining the Publications portion of the VRA annual budget.
- Works with the VRA Vice-Presidents to develop, design, and print the Association's annual conference program.

Oversees VRA Communications and Outreach

- Facilitates effective communication between all members, committees, officers and other leaders of VRA.

- Maintains supplies of and updates data for Association letterhead, envelopes, and membership brochures.
- Is responsible for Association press releases and other communications to the larger community as requested by the Executive Board.
- Responsible for annually updating the Membership Directory.

Characteristic Duties and Responsibilities

March: After the annual conference:

- (First year of term) Set up Executive Board communication tool (originally an email list, currently a Basecamp account which includes tools: database, calendar, tasks/workflow, ability to attach files).
- Update the *VRA Membership Directory*.
 - Get Excel file of current membership from the Member Services Coordinator.
 - Format and create PDF file, upload to MemberClicks.
- Update information regarding Executive Board members, Chapter Chairs, Committee Chairs, Task Force Chairs, and Appointees.
 - With Membership Services Coordinator, make changes in the Members Directory.
 - With VRA Web site Editor, update the web site.
- Update Association letterhead and send to Board members; post letterhead templates for committees, etc. on MemberClicks.
- Update contact information with CAA, Affiliated Societies

Weekly:

- Participate in Executive Board email discussions.

Quarterly:

- Submit information about Association activities to affiliated society newsletters (especially CAA).

Semi-annually:

- Prepare report for mid-year and annual meetings.
 - Contact PPG committee members.
 - Report activity.
 - Prepare budget.

Throughout Year As necessary:

- At direction of the Board, research and report on various providers (e.g. web-hosting, designers, membership services sites, etc).
- Oversee the sale of publication PDFs from the web site.
 - The customer will submit a Publications Order form from MemberClicks, the form (indicating payment in addition to what has been ordered) goes to the Treasurer with copies to the PR&C officer. When there is confirmation of payment, the PR&C office will email the user name and password for the publication to the customer. Ensure that hard copy publications are delivered when ordered.

- Monitor web site, work with web editor, and determine when edits warrant working with designers.
- Keep the Community→Info area of MemberClicks updated.
- Maintain Basecamp projects as necessary.
- Create and maintain E-List groups as requested in MemberClicks.

Conference Duties and Responsibilities

(See also The VRA Conference Planning Guide)

September/October

- Obtain the logo design from the Local Arrangements Committee.
- Work with web designers to design conference web site shell, incorporating conference logo.
- About two months out from launching the conference web site, put together a document to get input from other Board members about what should be on the conference web site – changes from the previous year, what to keep, what to update, etc. It helps the designers to have this framework.
- Contact the conference city's Visitor's Center for promotional images for the web site and print publications.
- Work with Travel Awards Committee to create the Travel Award Application form (which usually goes live in early November).
- Work with Vice President for Conference Arrangements to prepare and publish a conference proposals form.

November

- Begin building web site content.
- Take responsibility for editing the conference website. The Web Editor is responsible for editing the VRA web site but the PR&C Officer should oversee the text editing and updating for the conference web site. It has worked best to have only one person writing to the conference web site, prevented over-writing, etc.
- Create Facebook event to promote conference.
- Create Twitter hashtag (e.g. #vra2012) to promote conference-related communication.

December

- Online registration starts.
- Continue filling out and updating the conference web site.
- Work with Development regarding advertising sales for the program.

January

- Design and produce the conference printed program.
 - Layout
 - Cover design
 - President's Welcome (text from President)
 - Vice-President's Welcome (from the VPs)

- Acknowledgements: President will compile a list of members who need to be recognized at the conference (award recipients, committee and chapter chairs, etc)
- Schedule can be laid out but changes should be expected

Right before Conference

- Programs:
 - Establish a firm deadline with the VPs, at least two weeks out from delivery.
 - Send to the printer about a week before they need to arrive at the hotel.
 - Ship to hotel.
 - We have been printing at least 50 copies plus the conference registration number.
- Posters:
 - Work with VP for Conference Arrangements.
 - Design poster template that matches website, postcard and program.
 - Depending on the configuration of the hotel space there usually need to be large directional posters indicating the location of the registration desk, conference rooms, etc.
- Certificates:
 - Obtain a list of names for the certificates from the President.
 - Design, print and provide frames for the certificates. (Frames necessary only for the DSA and DeLaurier Awards.) They will need to be signed by the President at the conference and then (for the DSA and DeLaurier Awards) inserted into the frames.
- SlideShare:
 - Create an Event for the SlideShare page so that presentations may be uploaded and associated with it: <http://www.slideshare.net/visresassoc>

Post-conference

- After the conference the PR&C Officer creates a highlights page based on conference activities, posting the PDF of the program, pictures and Power Point presentations, etc. [Executive Board created policy that the Power Point presentations from the conference sessions should be attached to the appropriate conference pages and may be linked elsewhere, like under Resources, but they must be on the open web, that is not on MemberClicks].

III. Duties and Responsibilities of VRA Contracted Staff

III-A. Membership Services Coordinator

(See appendix XII-B for sample MSC Contract)

General Duties and Responsibilities

The Membership Services Coordinator is responsible for the maintenance of the membership database (MemberClicks); communication (verbal and written, in all formats) with current and future members

concerning available services and any attendant problems; production of financial statements and reports as required by the Association's Executive Board; production of mailing labels as requested; processing of orders for the *VRA Bulletin*; entering all orders and transactions related to products and services of the Visual Resources Association into QuickBooks.

The Membership Services Coordinator reports to the VRA President. The MSC also may consult with the Treasurer on financial matters. Other duties may be outlined by the VRA President and mutually agreed upon by the Board and the consultant.

The membership year is the calendar year and membership applications are received throughout the period. October 15 is the last date to start a membership for the current calendar year; for membership requests received after October 1, consultation with the prospective member is advised to confirm the start date. The annual renewal process begins each year in September with a mailing to current members. There are various categories of membership at different prices including regular members, institutional members, student members, retired members, and honorary life members. Subscriptions may be made to the *VRA Bulletin* and the VRA LISTSERV without membership. Mailing label requests, which are made upon occasion by vendors, are handled by the MSC. VRA LISTSERV management is also the duty of the MSC.

Expenses not specified as covered in the MSC contract must be authorized by the VRA President before funds are expended. Reimbursement Requests and receipts must be forwarded to the Treasurer.

Program Maintenance

- Coordinate with MemberClicks regarding membership services.
- Oversee membership database.
- Process membership applications and set up new members in MemberClicks.
- In select cases (e.g. subscription service memberships), process applications, prepare and mail out receipts for payments and invoices for missing payments.
- As LISTSERV Manager: Update LISTSERV with any new members or VRA-L subscriptions, changes to email addresses, and deletions of non-members; respond to inquiries about LISTSERV subscription.
- Send welcome letters to new members.
- Respond to inquiries about membership services from any source.
- Prepare and mail out membership renewal notices.

Membership Development

- Respond to inquiries from prospective members.
- Send membership information to prospective members via e-mail and mail.

Administrative Duties

- Create QuickBooks entries for payments received from members.

- Create QuickBooks entries for online conference registration payments, communicating with the Treasurer about any cases which need special attention.
- Generate summary reports of membership transactions using online QuickBooks and email to VRA Treasurer, according to a schedule agreed upon with the Treasurer.
- Generate and send out mailing labels as requested by approved vendors; prepare invoices and receipts for payments.
- Prepare quarterly reports for the Executive Board.
- Assist with the Board elections process as needed.
- Oversees the Bundled Membership and Chapter Bursary programs in collaboration with the Association Secretary and the Treasurers of participating Chapters.

VRA Bulletin

- Receive and process back orders of the *VRA Bulletin*.
- Inform *VRA Bulletin* Editor of claims for missing issues; verify payment status for claims received by the *VRA Bulletin* Editor.
- Communicate with Subscription Services regarding status of *VRA Bulletin* claims and to obtain missing information for memberships submitted through Subscription Services.

Conference Preparation

- Work with VRA Secretary to prepare registration materials (name badges; special event, tour, and workshop registration lists to be distributed to the conference team); assist with coordination of conference packets.
- Assist the Secretary with coordination of registrations, and posting conference statistics.
- Attend VRA Annual conference to co-manage the registration desk with the VRA Secretary and Treasurer, including staffing the desk for designated time blocks with heavy activity.

Management Services

- Assist with creation of MemberClicks forms as needed (conference vendor/exhibitor registration, attendee registration, conference volunteer forms, and conference audio-visual request forms, for example).
- Assist with solving problems with the use of MemberClicks.
- Remain current with MemberClicks features, upgrades and new releases, and advise Board on how these can be used to enhance or streamline VRA business practices.

Time-Line for Specific Tasks

July 1

- Prepare and submit quarterly report to VRA President.

August-September

- Prepare renewal packets to include:

- Letter from the President (either for new or returning member). This letter explains the process of online renewal. It would also encourage renewals and donations.
- Letter from Development Committee Chairs encouraging donations.
- Online voting information with sample ballot illustration and dates for balloting.

October 1

- Prepare and submit quarterly report to VRA President.

October 15

- Memberships received after this date will be for the next membership cycle.

October - February

- Oversee the membership renewal process. Answer queries, emails.
- Report membership transactions to the Treasurer as scheduled.
- Assist with the Board elections process as needed.
- Assist with creation of MemberClicks forms as needed (conference vendor/exhibitor registration, attendee registration, conference volunteer forms, and conference audio-visual request forms, for example).
- Determine with the President the date for renewal completion and LISTSERV termination.
- Announce to membership via VRA-L when renewals must be completed to avoid LISTSERV termination. Typically this has been mid-January.
- Purge VRA-L of non-renewed members.
- Work with VRA Secretary to prepare registration materials (name badges; special event, tour, and workshop registration lists to be distributed to the conference team); assist with coordination of conference packets.
- Assist the Secretary with coordination of registrations, and posting conference statistics.

January 1

- Prepare and submit quarterly report to VRA President.

March

- Attend VRA Annual conference to co-manage the registration desk with the VRA Secretary and Treasurer including staffing the desk for designated time blocks with heavy activity.

IV. Duties and Responsibilities of VRA Appointees

IV-A. VRA Archivist

[Note: As the VRA Archives Task Force has presented the Board with its final report, the information in this section should be updated based on recommendations which the Board decides to implement.]

(See also section XI. Archives)

To research best practices and policies for the management of the VRA Archives; specifically to address the issues of storage, access and dissemination of materials, including artifacts, paper documents, and electronic and digital media files; and make recommendations to the VRA Executive Board.

Primary Duties and Responsibilities

The Archivist is the Curator for the accumulated archives of the Association. The Archivist is responsible for acquisition, organization, and safe storage of materials recording the Association's history and activity since its founding.

The VRA Archivist is responsible for managing all aspects of the VRA's archival collection of print material, photographs and electronic media, including but not limited to the acquisition, appraisal, access and preservation of these records. These materials are significant to the Association and comprise over 25 years of the association's corporate history.

Characteristic Duties and Responsibilities

The Archivist negotiates the acquisition of material with the relevant providers (Executive Board officers, Committee, Chapter and Task Force Chairs, and Appointees), describes, processes, catalogs, and preserves manuscript and oral collections. Responsible for developing, enhancing and revising procedures and policies relating to all aspects of collection management, including acquisition and access, processing and storage, security and preservation policies. Processes collections and maintains a guide to the collection (in paper and online formats); provides occasional reference services for manuscript and archival material.

The Archivist develops and tracks metrics for the collection, including accessions, access, storage and growth projections, and communicates activities in mid-year and annual reports.

The Archivist should be familiar with the management of a growing archival collection of both print and electronic records; be able to travel to the collection site in Winston-Salem, NC at least twice a year; to perform physical activities associated with archival environment.

IV-B. Editor, VRA Bulletin

To solicit and select news articles, professional information, and manuscripts for publication and to plan and supervise the preparation, publication and distribution of the VRA Bulletin.

Characteristic Duties and Responsibilities

The *VRA Bulletin* Editor is appointed by the VRA Executive Board. The term of appointment is four years. The term may be renewed by the Board. The *VRA Bulletin* Editor reports to the Board.

General

- Plan and supervise the preparation, publication, printing, and distribution of the *VRA Bulletin*
- Develop and maintain editorial and production staff
- Establish and maintain working relationships with Executive Board, Membership Services Coordinator, and serve as member of Publication Program Group

- Maintain *VRA Bulletin* editorial, financial, and working files and “master file” of *VRA Bulletins*.

Editorial

- Define and develop the content of the publication, in conjunction with editorial staff.
- Solicit and select articles, professional information, and manuscripts for publication.
- Oversee the progress of materials for publication, including editing for style, content, and organization.
- Write publication copy as needed.

Production

- Establish publication specifications (composition, format, printing processes, artwork, and distribution).
- Select photographs or artwork and coordinate approvals and clearances for them.
- Select and oversee work of paid designer.
- Oversee printing.

Budgetary

The *VRA Bulletin* Editor should prepare a projected budget for each year and present the budget for approval at the mid-year Executive Board meeting. An update should be presented at the annual conference Executive Board meeting. Any request for additional fund expenditures must be approved by the VRA Executive Board. Receipts and reports must be forwarded to the VRA Treasurer for the Association's records.

- Maintain financial records for the *VRA Bulletin* and prepare quarterly reports for the Treasurer.
- Prepare mid-year and annual reports for the Executive Board.

Miscellaneous

- Send copies of *VRA Bulletin* and related materials to Association Archivist on an annual basis.
- Maintain post-production *VRA Bulletin* mailings to authors and advertisers.

Advertising

- Solicit advertisements for inclusion in the *VRA Bulletin*.
- Correspond or confer with advertisers and monitor publication of advertisements.
- Have the Treasurer invoice advertisers and maintain financial record of published advertisements

Order Fulfillment

- Obtain mailing labels for quarterly mailings from Membership Services Coordinator and mail out issues to membership via commercial mailer.
- Mail out claims for the *VRA Bulletin* (received from Membership Services Coordinator, individuals, and subscription services).
- Correspond and maintain working relationship with subscription services.

IV-C. Associate VRA Bulletin Editor

The associate editor(s) of the VRA Bulletin assists the editor in various stages of preparing content for publication. The Associate Editor shall perform advanced editing of the entire publication up to the final pre-press stage. Other duties as assigned may include the gathering of articles, the collection of photographs, etc.

IV-D. Assistant VRA Bulletin Editor

The assistant editor(s) of the VRA Bulletin assists the editor in various stages of preparing content for publication. The assistant editor shall perform preliminary copy editing as necessary. Other duties as assigned may include the gathering of articles, the collection of photographs, etc.

IV-E. Images Newsletter Editor

The Images editor is responsible for the production of the VRA on-line newsletter Images.

Characteristic Duties and Responsibilities

- To solicit and select news articles, professional information, and manuscripts for publication and to plan and supervise the preparation and publication of the VRA online newsletter.
- Define and develop the content of the publication.
- Coordinate with the associate editors the format development for the online Newsletter and oversee the imposition of the format.
- Coordinate approvals and clearances for articles (including initiating copyright procedures).
- Oversee the progress of materials for publication through all stages of copy preparation, including editing for style, content, and organization.
- Write articles or publication copy, including conducting interviews or research and selecting photographs of art work.
- Establish publication specifications to include composition, artwork, and distribution.
- Correspond or confer with contributors of submitted materials to explain or suggest revisions.
- Prepare annual and mid-year reports for Executive Board

IV-F. Machine-Readable Bibliographic Information Committee Representative

The MARBI Committee Representative represents VRA interests before the MARBI Committee during its semi-annual meetings at ALA conferences, on the MARBI electronic list, and in the larger library cataloging community.

IV-G. Picture Licensing Universal System Coalition (PLUS) Board of Directors Appointee

To represent the interests of the Visual Resources Association, and those of educational institutions using images, as a member of the PLUS Board of Directors.

IV-H. Special Bulletin Series Editor

(See also section X-A. Special Bulletins Publications Procedures)

Responsibilities include: Fill orders for back catalogue; invoice if necessary; process payments; keep records; provide reports, as required. Handle all aspects of forthcoming publications, including correspondence with authors; preparation of manuscripts for printing; distribution to membership.

The Special Bulletins Editor is primarily responsible for managing the editing, production and distribution of the Visual Resources Association's Special Bulletin Series publications. The Editor reports directly to the Board and works closely with authors, production personnel, and the *VRA Bulletin* Editor. The term is four years, renewable upon approval of the Executive Board. . The Editor is a member of the VRA's Publications Program Group.

Characteristic Duties and Responsibilities

- Oversees the Special Bulletins editorial process:
 - Communicates with authors about the acceptance or rejection of manuscripts, format requirements, contracts such as copyright agreements, and monitors the author's progress in completing the publication.
 - As a member of the Publications Program Group (PPG), coordinates the review of potential manuscripts by members of the PPG and/or outside reviewers as appropriate.
 - Reviews and approves the finished manuscript for content, organization, and style and acts as copy editor for final editing. May appoint one or more members of the PPG or the VRA membership to assist with editing.
 - Develops specifications for the physical layout and format of the Special Bulletin Series in consultation with the PPG and the *VRA Bulletin* Editor, including alternate or electronic publications formats.
- Oversees the production of Special Bulletins publications:

- Works with PPG in revising and/or updating publication guidelines and makes final recommendations to the VRA Board.
- Oversees the Special Bulletins production process. Reviews galleys and works with author(s) and/or editor(s) on final editorial changes.
- Evaluates production alternatives and makes cost decisions within the Special Bulletins budget which will be set by the VRA Board each July based on projected publications recommended by the Editor and the PPG.
- Coordinates sales and distribution of Special Bulletins:
 - Coordinates the sale and distribution of Special Bulletin Series publications, including receiving orders, mailing publications, and maintaining record of sales.
 - Monitors sales and inventory of Special Bulletin publications. Must be able to store the Special Bulletins back stock.
 - Reports sales activity to the PPG and the VRA Executive Board on a semi-annual basis.
 - Creates copy advertisement of new bulletins, in print and electronic formats.
 - Maintains appropriate financial records.
- Duties related to the operation of the Association:
 - Prepares quarterly financial reports for the Treasurer and President.
 - Prepares mid-year and annual reports for the VRA Executive Board.
 - Develops and maintains a procedure manual for the Editor's position.
 - Orients and trains incoming Editor to the practices and procedures of the position, at the end of the term served. This includes the transfer of all Special Bulletin publications and related documents.

IV-I. Web Site Editor

The VRA Web Site Editor is responsible for editing content for publication on the web site, for mounting content, and handling general web site maintenance. The Web Site Editor works with and reports to the Public Relations and Communications Officer and stays in communication with, and possibly serves on, the Publishing Advisory Group.

Characteristic Duties and Responsibilities

The Web Site Editor is responsible for communicating with VRA entities (regional chapters, committees, advisory groups, task forces, appointees, etc.) to obtain current content. This VRA Executive Board appointee also reviews and edits submissions from the VRA Board, the above-mentioned VRA entities, and VRA members. The Web Site Editor generates ideas for and updates the 'What's New' section of web site; maintains the job opportunities page as an ongoing project with content from external sources; mounts files on the web site; acts as liaison and advises VRA entities on ancillary web sites; considers ways to enhance web site content and features; and provides a mid-year report and an annual report to the VRA Executive Board. The Web Site Editor may be a member of the Publishing Advisory Group depending on the rotation of editorial staff and time constraints. At minimum, the Web Site Editor will be expected to stay in communication with this group, and will be brought in to advise on certain web site related questions and issues.

The amount of time needed to do this job varies according to many factors; i.e., time of year, Association activity, and the degree to which professional issues impact the Association. The Web

Site Editor should be prepared to spend at least 2_5 hours per week in this capacity. As many postings are time-sensitive, the Editor should be available to post urgent updates same-day throughout the work week. A thorough knowledge of the VRA organization and important issues in the field is required. The ability to organize information in a manner that is visually clean, accurate, and concise is very beneficial. Access to and some familiarity with the full suite of network/html tools (e_mail, ftp, html software, PDF, etc.) and an interest in exploring ways to incorporate dynamic, Web 2.0-style features (RSS feeds, metatagging, etc.) into the current site is desirable.

V. Authorizations for Commitment of Association Funds

V-A. Officer and Appointee Authorizations

VRA Executive Board members receive no compensation, but are eligible for reimbursement of certain expenses incurred in the performance of their Association duties. Expenses such as mailing costs, printing costs, necessary supplies, etc. will be reimbursed or paid by the Association. For travel funding reimbursement see below. No funds are distributed until a reimbursement request is submitted to the Treasurer. Any expenditure beyond the normal ones mentioned above should be authorized by the VRA President before funds are expended.

The VRA President is authorized to approve the expenditure of funds to benefit the Association that may include the following:

- **Travel funds for VRA Executive Board members:** The President may authorize travel funds to assist VRA Executive Board members in carrying out their duties by attending VRA Executive Board meetings during the annual conference, and for attending the mid-year VRA Executive Board meeting. The VRA President and Treasurer will discuss the amount of funds to be authorized and the procedure for disbursement of funds, following which the full Executive Board will vote to authorize the rate of reimbursement for the coming year. The President will notify the VRA Executive Board members as to the documentation and claims procedures to be followed. Original receipts must be forwarded to the VRA Treasurer for the Association's records. If an Executive Board member's home institution will subsidize a portion of the expenses and requires an original receipt, the VRA will accept a copy of the receipt.

Officers-elect may receive partial reimbursement of travel expenses incurred by their participation at the conference and annual meeting during which they assume office.

- **Travel funds for official representatives of the VRA:** The President may authorize travel funds for a designated VRA member to represent the interests of the Association at special conferences or meetings if deemed appropriate by the VRA Executive Board. Examples of this

type of expenditure include the representation by the VRA President at the Intellectual Property Rights and the NII Public Hearings held in Washington, DC in 1994, and attendance at the NINCH conference in Washington, DC in 1995 by a designated representative from the membership-at-large. Expenditures should be forecast as much as possible and submitted to the Treasurer in June for the next fiscal year. During the mid-year meeting, the Board will vote on proposed expenditures. In unforeseen cases, the President will discuss the proposed expenditures with the VRA Executive Board and written instructions will be provided to the designated representative as to maximum amount of funds authorized, procedure for disbursal of funds, procedure for forwarding receipts to Treasurer, procedure as to representation (i.e. report on attendance, but representative is not authorized to commit Association funds), and procedure for reporting on representation to VRA Executive Board.

- **Conference registration fees for workshop presenters:** The president and board may authorize a waiver of registration fees for non-member workshop presenters. It is hoped that this practice will encourage outside professionals to present workshops.
- **Conference registration fees for Executive Board members:** Currently-serving and continuing members of the Executive Board receive complementary registration for the annual conference. Officers-elect do not receive complementary conference registration until the following year's conference.
- **Conference honoraria.** Workshop honoraria amounts are set by the Executive Board at the mid-year board meeting. They are currently (2010) \$250 per workshop presented by VRA members; if multiple members facilitate a workshop, the honorarium is divided between or among them. For fees other than standard workshop honoraria, session chairs must submit requests for honoraria to the VRA President *in writing* before conference registration begins. Ideally, such payments should be included in the Association Budget; otherwise, funds may need to be released from the President's Fund to prevent the conference budget from being over-spent. Requests should state the importance of the speaker's contribution to the session, why an honorarium exceeding the standard amount is being requested (i.e., speaker is not a visual resources professional, but specific area of expertise would benefit VRA members). This information should be included in the Vice President's letter to session chairs as noted in the *VRA Conference Planning Guide*. The Vice President will notify the session chair of the decision and will notify both the VRA Treasurer and Secretary of honoraria by sending the list of names before registration begins.
- **Conference keynote speaker fee:** The president is responsible for negotiating and authorizing the Conference keynote speaker fee. Funds should be included in the appropriate Conference line of the Association Annual Budget for payment of a fee to the keynote speaker.
- **Un-budgeted expenses:** Any items not included in the standard budget should be approved by the VRA President or by vote of the Board before funds are committed.
- **Treasurer's Expenses.** Receipts submitted by the Treasurer for reimbursement must be countersigned by the President. To avoid the complication of mailing checks back and forth, it is

recommended that the Treasurer use the Association debit card for as many of his/her expenses as possible. When a check must be issued, the reimbursement form must be approved by the President before the check is written. The Treasurer can have this form approved by the President via email. The email should include all of the information on the reimbursement form. The email should be printed out and attached to the reimbursement form, and must include the amount of the reimbursement.

- **President-Elect or Past President Expenses:** Any requests for reimbursement must be authorized by the VRA President. Receipts must be forwarded to the VRA Treasurer for the Association's records; the President's authorization must be attached to the form.

V-B. VRA Complementary Memberships

President

President-Elect

Vice President for Conference Arrangements

Vice President for Conference Program

Treasurer

Secretary

Public Relations and Communications Officer

DSA winners – for the year after they win the award only

Honorary Life Members:

Eleanor Collins (deceased)

Nancy DeLaurier

Margaret Nolan (deceased)

Nancy Shelby Schuller

Luraine Tansey

Christine L. Sundt

ARLIS President

Gillian Varley, Editor, *Art Libraries Journal* [Note: this professional publications exchange has been in effect for several years (pre-2003). Future Boards may wish to readdress this courtesy but the past several Boards have agreed it is in the best interest of VRA to continue the exchange with *Art Libraries Journal*.]

In the past, *VRA Bulletin* and Special Bulletin Editors were granted complimentary memberships. This is no longer VRA policy. Those editors who were in place at the time of the policy change were allowed to keep the complimentary membership status until their terms of service end. As of 2006, only Astrid Otey receives a complimentary membership. Mark Pompelia, current *VRA Bulletin* Editor made the decision to pay for his membership as per our current policy. The rest of the *VRA Bulletin* staff and the Special Bulletin Editor also pay membership fees. The Nancy DeLaurier Award previously carried a one year complimentary membership. This was changed in 2005 to a monetary award without the complimentary membership.

V-C. Visual Resources Association President's Fund

The President's Fund was created by consensus of the Executive Board at its mid-year meeting, June 2000. The purpose of the Visual Resources Association President's Fund is to serve as a discretionary fund for use as needed by the Association. Uses will include but are not limited to partial funding for conferences, publications, Board meetings, travel, and general operating expenses as needed. Funds will be disbursed at the discretion of the Executive Board.

VI. Awards Presented by the Visual Resources Association

VI-A. Guidelines for Distinguished Service Award

Each year the Visual Resources Association may choose to honor an individual who has made an outstanding career contribution to the field of visual resources and image management. Nominees must have achieved a level of distinction in the field either through leadership, research, or service to the profession. Someone could also be considered who has shown outstanding innovation, participation, or project management.

A nomination dossier, consisting of a cover letter from the nominator describing how the nominee meets the criteria, the candidate's curriculum vitae, and supporting letters and documentation, will constitute an appropriate nomination. Electronic nominations via e-mail or fax will be accepted only if all supporting documentation is submitted in that format. Members of the VRA Awards Committee, upon reviewing submitted dossiers, may recommend one recipient for the Distinguished Service Award, subject to the approval of the Executive Board. All nomination dossiers will be retained in the Association Archives.

Although nominations are initiated by Visual Resources Association members, the nominees need not be members of the organization. Nominations should not include current members of the VRA Awards Committee or Executive Board. Awardees receive a \$200 honorarium, a token gift (\$100 value), and a one-year complimentary VRA membership.

Recipients of the VRA Distinguished Service Award:

1988 Christine Sundt
1989 Nancy DeLaurier
1991 Joy Blouin and Helene Roberts
1993 Luraine Tansey
1994 Eleanor Collins and Margaret Nolan
1995 Eleanor Fink
1996 Nancy Shelby Schuller
1997 Christina Updike
1998 Brenda MacEachern
1999 Rebecca M. Hoort

2000 Elizabeth J. Antrim
2001 Linda McRae
2002 Sandra C. Walker
2003 Margaret N. Webster
2004 Jenni Rodda
2005 John Taormina
2006 Lynda S. White
2007 Maryly Snow
2008 Christine E. Hilker

VI-B. Guidelines for Nancy DeLaurier Awards

The Nancy DeLaurier Award, named for one of the pioneers of the visual resources profession, honors a visual resources professional for distinguished achievement in the field. "Achievement" is measured by immediate impact, and may take the form of published work, oral presentation, project management, software development, technology application, web site creation, or other outstanding effort. Originally (1997) conceived as a Writing Award, to be presented in recognition of a published paper, the Nancy DeLaurier Award now recognizes other forms of achievement in the field.

A nomination dossier should consist of a cover letter from the nominator describing the nature of the achievement, the candidate's curriculum vitae, and supporting letters and documentation. Electronic nominations via e-mail or fax are accepted only if all supporting documentation is submitted in that format. Members of the VRA Awards Committee, upon reviewing submitted dossiers, may recommend up to two recipients of the Award in any given cycle; recommendations are subject to approval by the VRA Executive Board. All nomination dossiers will be retained in the Association Archives.

Although nominations are initiated by Visual Resources Association members, the nominees need not be members of the organization. Nominations should not include current members of the VRA Awards Committee or Executive Board. Award recipients receive a \$200 honorarium.

Recipients of the Nancy DeLaurier Writing Awards:

1997 Michael Angeles and Emily Godbey
1999 Elisa Lanzi and Linda McRae
2000 Kim Kopatz and Maryly Snow

Recipients of the Nancy DeLaurier Award:

2002 Christine L. Sundt
2003 Allan T. Kohl and Christina B. Updike
2005 John Taormina and Mary Wassermann
2007 Norine Duncan and Susan Jane Williams
2008 Kathleen Cohen
2009 Loy Zimmerman

VI-C. Guidelines for Luraine Tansey and Other Travel Awards

The Visual Resources Association offers several awards to assist member participation in the VRA Annual Conference, (and in the past to other conferences, workshops, and other professional development opportunities). Luraine Tansey Educational Fund Awards are offered each year and Corporate Travel Awards are offered dependant on funding from corporate sponsors. Selection of recipients is determined by the Travel Awards Committee.

The Visual Resources Association each year also has the opportunity to offer several corporate and individually-sponsored travel awards for conference attendees. These awards are obtained through the efforts of the Development Committee. Generally, the corporation or individual sponsoring the award determines the amount each is willing to contribute.

Recipients of Luraine Tansey and Corporate Travel Awards:

1994 VRA Annual Conference, New York

Luraine Tansey Travel Awards:

Linda Bien, Concordia University, Montreal
Bill Broom, Duke University
Virginia Kerr, Columbia College, Chicago
Maryly Snow, University of California, Berkeley
James Turner, Université de Montréal

1995 VRA Annual Conference, San Antonio, TX

Luraine Tansey Travel Awards:

Margo Ballantyne, Lewis and Clark College
Linda McRae, University of South Florida
Susan Thalmann, Pomona College
Ann Watson, Dennison University

1996 VRA Annual Conference, Boston

Luraine Tansey Travel Awards:

John Cloud, University of California, Santa Barbara
Sheryl Frisch, California Polytechnic State University
Karen Gustafson, Sonoma State University
Joan Tysinger, University of Georgia

Digital Collections, Inc. Corporate Award:

Carol Monders, Oregon State University

Eastman Kodak Corporate Award:

Arndis Arnadottir, Icelandic College of Arts and Crafts

1996 CIHA – VRA Satellite Conference, Amsterdam

Luraine Tansey Travel Awards:

Jo Schaffer, SUNY, Cortland
Barbara Stevenson, Carleton University, Ottawa, Ontario

1997 VRA Annual Conference, New York

Luraine Tansey Travel Awards:

John Butler-Ludwig, University of Chicago
Renee Doron, Hebrew University of Jerusalem
Aniko Halverson, University of Southern California, Los Angeles
Leslie Walker, SUNY, Buffalo

Digital Arts & Sciences Corporate Award:

Elizabeth Bilyeu, Oregon College of Arts & Crafts

Eastman Kodak Corporate Award:

Jennifer Brasher, Queensland College of Art, Australia

1998 VRA Annual Conference, Philadelphia

Luraine Tansey Travel Awards:

Fakhri Haghani, Georgia Institute of Technology
Elisa Lanzi, Lanzi/Warren Associates
Celia Martin, Texas Christian University & Amon Carter Museum
Lucinda Turner, Ball State University

Archivision Corporate Travel Award:

Jacqueline Spafford, University of Toronto & Royal Ontario Museum

The Reindeer Company Corporate Travel Award:

Mary Fraser, Queen's University, Kingston, Ontario

1999 VRA Annual Conference, Los Angeles

Luraine Tansey Travel Awards:

Judith Berzinsky, John Carroll University
Devin A. Colman, Macalester College
Paula Hardin, Louisiana State University
Jeannine Keefer, University of Mississippi
Randi Millman-Brown, Ithaca College

Archivision Corporate Travel Award:

Maria Mamalinga, Athens School of Fine Arts

The Reindeer Company Corporate Travel Award:

Francesca Zanella, Universita di Parma

2000 VRA Annual Conference, San Francisco

Luraine Tansey Travel Awards:

Elizabeth Joyce, SUNY Cortland
Beth Kopine, University of Missouri, Columbia
Eileen Namaka, Community College of Rhode Island
Barbara Rockenbach, Yale University

Archivision Corporate Travel Award:

Carolyn Lucarelli, Pennsylvania State University

Gallery Systems Corporate Travel Award:

Miranda Haddock, Western Michigan University

2001 VRA Annual Conference, Chicago

Luraine Tansey Travel Awards:

Lesley F. Chapman, University of Kentucky, Lexington

Sheryl Frisch, California Polytechnic State University, San Luis Obispo

Virginia Maas, Western Washington University, Bellingham

Jeanette Mills, University of Washington, Seattle

Jan Murton, Royal College of Art, London

Jamie Nave, University of California, Santa Barbara

Stephen Mark O'Brien, Hunter Institute of Technology, Newcastle West, Australia

Yvonne K. Widenor, Albright-Knox Art Gallery

Gallery Systems Corporate Travel Award:

Andrea Frank, Boston College

2002 Joint ARLIS/NA – VRA Annual Conference, St. Louis, MO

Luraine Tansey Travel Awards:

Kathleen Adrian, Smithsonian American Art Museum

Maureen Burns, University of California, Irvine

Julia Deal, Southwest Texas State University

Christine Jack, University of Calgary

Giovanna Jackson, California State University, Chico

Jennifer Johnson, Occidental College

Brooke Knudson, DePauw University

Laura Ponikvar, Cleveland Institute of Art

Jenni Rodda, Institute of Fine Arts, New York University

Kristin Solias, University of Massachusetts, Boston

2003 VRA Annual Conference, Houston, TX

Luraine Tansey Travel Awards:

Jacqueline Allen, Dallas Museum of Art

Ann Burns, University of Virginia

Jane Darcovich, University of Illinois at Chicago

Kris Donovan, University of California, Santa Barbara

Karen Kessel, Sonoma State University

Corey Schultz, Stanford University

Amy Stidwill, Hillwood Museum and Gardens, Washington, DC

Karin Whalen, Reed College, Portland, OR

2004 VRA Annual Conference, Portland, OR

Luraine Tansey Travel Awards:

Barbara Brenny, CALA, University of Minnesota

Cing-Jung Chen, City College of New York
Marcia Focht, Binghamton University, New York
Helen Lessick, Los Angeles County Metropolitan Transportation Authority
Carolyn Lucarelli, Pennsylvania State University
Margaret McKee, Southwestern University, TX
Betha Whitlow, Washington University in St. Louis
Megan Winget, University of North Carolina at Chapel Hill

2005 VRA Annual Conference, Miami, FL

Luraine Tansey Travel Awards:

Johanna Bauman, Bard Graduate Center, New York, NY
Mary Hughes, Northeastern University, Boston, MA
Marie Kennedy, University of N. Carolina, Chapel Hill, NC
Molly Hutton Marder, Chrysler Museum of Art, Norfolk, VA
Patricia McRae, University of Nevada, Las Vegas, NV
Joy Robinson, Winthrop University, Rock Hill, SC
David Seiler, Skidmore College, Saratoga Springs, NY
Maryly Snow, University of California, Berkeley, CA
Jodie Walz, University of Minnesota, Minneapolis, MN

International Award:

Joye Volker, National Institute of Arts, Australian National University, Canberra, Australia

2006 VRA Annual Conference, Baltimore, MD

Luraine Tansey Travel Awards:

Janice Eklund, University of California, Berkeley
Marlene Gordon, University of Michigan, Dearborn
Amy Jackson, Indiana State University
Katherine O'Dell, the Sarofim School of Fine Arts, Southwestern University

International Award:

Domenica Chincarini, La Trobe University, Melbourne, Australia

Archivision Corporate Travel Award:

Jennifer Parker, University of Colorado, Boulder

Gallery Systems Corporate Travel Award:

Caitlain Devereaux Lewis

2007 VRA Annual Conference, Kansas City, MO

Luraine Tansey Travel Awards:

Jessica Bailey, Pennsylvania State University
Becky Baldwin, Emory University
Sarah Carter, Indiana University
Vicki Clift, Appalachian State University
Trudy Levy, Image Integration
Jennifer Patton, University of California, Riverside

Luraine Tansey Top-Up Awards:

Megan Macken, University of Chicago
Lorrie A. McAllister, The Ohio State University

Tammy Moorse, University of Toronto at Mississauga
Tricia Rose-Sandler, University of California, San Diego

Kathe Hicks Albrecht Travel Award:

Jennifer Green, University of Minnesota

Archivision Corporate Travel Award:

Wendy Holden, Studio 504

Gallery Systems Corporate Travel Award:

Emy Nelson Decker, University of Georgia

Saskia, Ltd. International Corporate Travel Award:

Vicky Brown, University of Oxford

Davis Art Images International Corporate Travel Award:

Heather Saunders, University of Toronto

2008 VRA Annual Conference, San Diego

Luraine Tansey Travel Awards:

Virginia Allison, Watkins College of Art & Design

Greta Bahnemann, Cornell University

Shannon Cody, University of Iowa

Jamie McFarlane, John Michael Kohler Arts Center

Aino Tolme, Asian Art Museum

Debra Winters, California State University, Fullerton

Luraine Tansey Top-Up Travel Awards:

Barbara Brenny, North Carolina State University

Denise Hattwig, University of Washington, Bothell

Christine E. Hilker, University of Arkansas

Meghan Musolff, University of Michigan

Kathe Hicks Albrecht Travel Award:

Betsy Bress, University of Wyoming

Davis Art Images International Corporate Travel Award:

Yvonne Anderson, Grant McEwan College, Edmonton, Alberta

Saskia, Ltd. International Corporate Travel Award:

Yolanda Koscielski, University of British Columbia and the Emily Carr Institute of Art & Design,
Vancouver, British Columbia

Archivision Corporate Travel Award:

Elizabeth Ehrnst, Roger Williams University

Gallery Systems Corporate Travel Award:

Krista White, Drew University

2009 VRA Annual Conference, Toronto

Luraine Tansey/VRA Travel Awards:

Michael Donovan, DePaul University

Julie Doring, Duke University

Adrienne Lai, MLIS student at University of British Columbia

Suharu Ogawa, California State University, San Bernardino

Astrid Otey, Miami University, Ohio

Amanda Rybin, University of Chicago

Elizabeth Schaub, The University of Texas at Austin
Andrea Schuler, Massachusetts Institute of Technology
Heather Seneff, University of Washington/Seattle
Catherine Worrall, University College, Falmouth, UK

Luraine Tansey/VRA Top-Up Travel Awards:

Mark Braunstein, Connecticut College
Carolyn Caizzi, Yale University
Pamela R. Hawkes, College of William and Mary
Zaneta Hong, The University of Texas at Austin
Anita Regan, Dalhousie University, Halifax, Nova Scotia
Betha L. Whitlow, Washington University in St. Louis
Beth Wodnick, Princeton University

The Saskia, Ltd. International Travel Award:

Birgit Plietzsch, University of St. Andrews, Scotland

The Kathe Hicks Albrecht Travel Award:

Erik McRae, University of Alberta

The Gallery Systems Travel Award:

Jodie Double, University of Minnesota

New Horizons Travel Awards:

Deardra Fuzzell, The College of Wooster
Maria Lindsay, Utah State University

New Horizons Student Travel Award:

Keri Kauffman, Ryerson University/George Eastman House Master's Program

The Davis Art Images Travel Award:

Mary Hughes, Northeastern University

Joseph C. Taormina Memorial Travel Awards:

Ryan Brubacher, Occidental University
Francine Stock, Tulane University

2010 VRA Annual Conference, Atlanta

Luraine Tansey/VRA Travel Awards:

Stephanie Beene, Lewis and Clark College
Carolyn Caizzi, Yale University
Lesley Chapman, University of Kentucky
Leigh Gates, Formerly Art Institute of Chicago
Caitlin Pereira, Massachusetts College of Art and Design
Karin Whalen, Reed College

Luraine Tansey/VRA Top-Up Travel Awards:

Grace Barth, MLIS student at the University of South Carolina/James Madison University
Madelyn Millen, University of California/Riverside
Amanda Rybin, University of Chicago
Jessica Thomson, MLIS student at Dominican University/Northwestern University
Catherine Worrall, University College, Falmouth, UK

The Saskia, Ltd. International Travel Award:

Janice Anderson, Concordia University, Montreal, Quebec, Canada

The Kathe Hicks Albrecht Travel Award:

Joshua Polansky, University of Washington, Seattle

New Horizons Travel Awards:

Yin-Fen Pao, Grand Valley State University

Carey Weber, Fairfield University

New Horizons Student Travel Award:

Stephanie Witchger, University of North Carolina at Chapel Hill, MLIS program

The Davis Art Images Travel Award:

Susan Hackett, University of Hartford

Joseph C. Taormina Memorial Travel Award:

Rebecca Moss, University of Minnesota

Since the founding and underwriting of the VRA Travel Awards Program by Luraine Tansey in 1993, the Travel Awards Committee has awarded a total of 109 full Luraine Tansey Travel Awards (including 2 International Awards). Beginning in 2007, the Committee has also awarded a total of 20 Top-Up Travel Awards intended to provide partial support for conference attendance. A total of 24 corporate travel awards have been sponsored from 1996 onwards. Beginning in 2007, 13 full and partial travel awards have also been funded by individual donors.

VII. VRA Committees, Task Forces, and Projects

Each Committee Chair serves two years, although a chair may serve for more than one two-year term. A Committee may request permission from the Executive Board to divide the Chair's duties between two Co-Chairs. The Chair may continue to serve as a member of the committee following the term as Chair. Outgoing Chairs should plan to preside at the committee meetings held during the annual conference for the year in which the term ends in order to provide continuity. Committee Chairs may appoint or invite VRA members to serve on the committee. Committee members should be polled on an annual basis to determine whether a member wishes to continue to serve.

The President should contact each outgoing Chair about 3-6 months prior to the term expiration to ask for recommendations for a successor and to explain the procedure wherein the outgoing Chair should preside at the committee meeting held during the annual conference. The Chair may wish to recommend a succeeding Chair from the roster of committee members; ideally the new Chair should have served on the committee long enough to have experience sufficient for the leadership role.

When a new Chair takes office, the President should write a letter explaining the above procedures. The Chair should also be informed that s/he is to send a report for the mid-year Executive Board meeting and for the Executive Board meeting during the annual conference. The Secretary sends a reminder (at the President's request) notifying each Chair of the report deadlines. Committee Chairs must use the "Report Template" distributed by the Secretary. Reports are posted to the Board shared files site. After the conference annual reports will be posted to the VRA Members' Only web site (currently MemberClicks). Committee Chairs report in person to the Board by invitation only.

The "Report Template" includes: the current committee charge, the number of years the Chair has served, a roster of Committee members, a description of goals and accomplishments and requests for Board action. A copy of the Committee charges should also be retained by the Archivist in the Association's permanent files and in this manual.

For purposes of publication in this manual, the committee charges were originally prepared by Christina Updike, as approved by Executive Board, January 26, 1995; they were updated in January 2001, as amended and ratified by the Executive Board, June 2000. Further updates were approved in 2005 and added to the 2006 Officer's Handbook. Updates approved by the Board from 2006 to 2008 were added to the 2008 edition. Commonly used abbreviations for committee names appear in parentheses.

VII-A Standing Committee Charges

Awards Committee

To encourage worthy nominations from the VRA membership and evaluate them using the established criteria for the Distinguished Service Award (DSA) and the Nancy DeLaurier Award (NDA). To then recommend to the Executive Board one potential recipient for the DSA award and one or more recipients for the NDA Award, to notify the recipients, to prepare the award presentation speech from the supporting dossier materials, and make arrangements for the award presentation at the annual conference.

Data Standards Committee (DSC)

To develop, advocate and promote standard descriptive practices in visual resources collections that will facilitate the management, organization, and exchange of information.

Development Committee (DEV)

To recommend to the Executive Board fund-raising ventures and the means to implement them; to coordinate all fund-raising activities for the Visual Resources Association authorized by the Executive Board.

Digital Initiatives Advisory Group (DIAG)

To monitor the activities of shared resource initiatives having digital components and to keep the VRA membership informed.

Education Committee (EDCOM)

To engage in research, build accessible resources, and share information about educational and professional development opportunities for the VRA membership by remaining in contact with appropriate members of related professional organizations and educational institutions. To regularly

solicit information from the VRA membership about interests and educational concerns in order to develop supportive programming at the annual conference and as other opportunities arise.

Financial Advisory Committee (FAC)

The Financial Advisory Committee is responsible for:

- Assisting the Treasurer in maintaining surveillance over the funds and investments of the Association with the goal of steadily increasing the assets while providing funds.
- Ensuring that the Association maintains a reserve fund equal to 6 months of current operating expenses.
- Reviewing and revising, at least annually, the Association's strategy for long-term financial growth and stability, and advising the Treasurer and the Board about best business and operating practices for non-profit organizations.
- Investigating for the Treasurer investment vehicles for the Association; the Treasurer will submit the recommendations of the committee to the Executive Board for approval.
- Working with the Development Committee to ensure that funds raised by that Committee are appropriately allotted or invested.
- Ensuring that the Investment Policy and the Treasurer's section of the Organizational Policies and Procedures **No index entries found.** Manual are reviewed and updated regularly.

The President-Elect and the Treasurer become *ex officio* members of the FAC upon assuming office, and remain on the Committee for the duration of their terms. As well, the Past-President serves on the FAC for the year that she/he holds that position. It is expected that the past-Treasurer will become Chair of the FAC upon stepping down as Treasurer.

Intellectual Property Rights Committee (IPR)

To study and monitor intellectual property and copyright issues; and to develop and promote the Association's position on intellectual property rights issues and educate the membership on these issues.

Membership

To support the Association's membership retention and enrollment efforts in conjunction with the Membership Services Coordinator. This includes the development and maintenance of contact lists and listservs, placing advertisements where appropriate, and coordinating the regional chapters program through involvement, encouragement, and recognition. To make recommendations to the Executive Board and implement decisions of the Executive Board in accordance with the Association's mission.

Nominating

To nominate a slate of candidates to run for offices of the Association; to prepare the candidates' statements and a ballot for submission to the membership with approval by the Executive Board; appoint tellers to monitor the balloting; and to notify the President of the results.

Travel Awards (TA)

To maintain the Travel Award program that has been established to encourage participation and attendance by VRA members at the Association's annual conference; to administer the awards by formulating criteria for application guidelines and the selection of the award recipients upon approval by the Executive Board; and to arrange for the presentation of the awards.

The Travel Awards Committee will be responsible for planning and making arrangements for the Tansey fund-raising event held at the annual conference; the proceeds of which go to the Tansey Fund to provide the travel award.

VII-B. Task Force, Advisory Group, and Ad-Hoc Committee Charges

ARLIS/NA – VRA Joint Task Force on Professional Standards Criteria

Charge: To develop in conjunction with the Art Libraries Society of North America (ARLIS/NA) an updated revision of the professional standards document titled "Criteria for the Hiring and Retention of Visual Resources Professionals" (originally adopted 1995; revised 2002).

Publishing Advisory Group

Charge: To assess the Visual Resources Association's (VRA) current publications, advise on potential new publication formats, and consider how they will operate within an overall communications program. With an eye to ongoing developments, the Publishing Advisory Group (PAG) will provide counsel and oversight to guide the future course of the VRA publications program. Responsibilities include: using recommendations in current VRA Strategic Plans to create and sustain a comprehensive, flexible, and forward-thinking VRA publications program; recommending changes in existing publications; and pursuing new modes of communication in light of technological advances and the efficient use of organization resources. The PAG will work with the VRA's Public Relations and Communications Officer, as well as collaborate with individuals and committees involved in Association publication activities. All changes to the VRA Publications program will require VRA Board approval.

The Publishing Advisory Group was instituted in July, 2011.

VII-C. Past Committees, Advisory Groups and Task Forces

ARLIS/NA - VRA Joint Task Force on Collaboration

Charge: To study the relationship between ARLIS/NA and the VRA, analyzing the overlap of interests as well as areas of uniqueness focusing on the organizational structures of the two associations and recommending collaborative possibilities. The Task Force will gather information from the memberships of the VRA and ARLIS/NA through open fora, surveys, focus group sessions, interviews, and other appropriate means. Finally the Task Force will look at other organizations with interests related to those of ARLIS/NA and the VRA to explore the concept of creating a federation of affiliated societies and associations. A federation would pull like groups together more often for conferences, workshops, or other appropriate joint ventures. Different than a merger, a federation provides opportunities for similar groups to work together more formally than is done now.

The Task Force presented a final report to the VRA and ARLIS Boards in February 2008. The VRA Board voted to discharge this Task Force on March 11, 2008. The ARLIS Board also voted to discharge the Task Force.

ARLIS/NA - VRA Joint Task Force on Professional Issues

Charge: To promote activities and programs that are of mutual interest and benefit to both organizations and to keep both organizations informed of current developments regarding Professional issues in the fields of librarianship and visual curatorship.

This Committee later became the Professional Standards Survey Committee once the "Guidelines for the Visual Resources Profession" was published; neither exists as of 01/15/01.

Cataloging Cultural Objects Committee (CCO)

Charge: The Cataloging Cultural Objects (CCO) Committee is charged with the maintenance and dissemination of CCO. This includes developing and maintaining training initiatives in collaboration with other educational efforts within the VRA; maintaining and updating the CCO web site content; educating the VRA membership and acting as a liaison to other cultural heritage cataloging communities.

This Committee was reconstituted under jurisdiction of the VRA Foundation on October 15, 2008.

CIHA Planning Committee

Charge: To plan the VRA program for the International Congress in the History of Art (CIHA) conference; to develop strategies in coordination with the Development Committee for fund raising to implement the program; to publicize the program to the membership; and to serve as liaison between the CIHA Secretary General and the VRA Executive Board; and prepare a final report to be submitted to the Executive Board.

As of 01/15/01, this Committee is no longer in existence. After the 1996 CIHA conference, the Committee recommended the dissolution of the CIHA Planning Committee; the Board approved. A new Committee, the International Affiliations Committee, was created in its stead. That Committee was also dissolved once it had fulfilled its charge.

Ad-Hoc Web Advisory Committee

Charge: The Ad-Hoc Web Advisory Committee is charged with overseeing the on-going development of the VRA web site. This included the design and functionality of the web site, and the content of the site in consultation with Committees and Chapters of the VRA, with approval by the Executive Board. The Chair of the Committee is the VRA Web Master, and one of the Committee members is a Local Arrangements Committee member from the host city of the annual conference.

This committee was dissolved in 2001.

Ad-Hoc Tax Status Advisory Committee

Charge: To explore the feasibility of establishing a 501 (C-3) organization as a component of the Visual Resources Association for the purpose of furthering the significant and growing educational and research efforts of the Association. The Committee will report its findings to the VRA Executive Board for consideration.

This Ad Hoc Committee was dissolved in early 2006 after submission of its final report. The VRA Foundation Task Force was formed to follow through on the advice of the Tax Status Ad Hoc Committee.

International Affiliations Committee

See **CIHA Planning Committee** above.

Nancy DeLaurier Awards

Charge: To administer the Nancy DeLaurier Writing Awards by establishing application criteria, setting submission guidelines and deadlines, and selecting award recipients. To arrange for the distribution and presentation of the awards, when conferred, at the annual conference. To submit recipients' work for inclusion in an Association publication.

This Committee was merged into the Awards Committee in 2001.

Professional Status Survey Task Force

Charge: The VRA Ad Hoc Professional Status Survey Task Force is charged with the task of conducting a comprehensive survey of the VRA membership on professional status issues. The task force will investigate factors such as levels of education, years in the profession, institutional rank, and salaries. As part of this comprehensive survey, the task force will gather information on visual resources collections: circulation and acquisition statistics, staffing levels, library policies, patron groups, collection development and other factors. The task force may decide to include visual resources groups beyond the Visual Resources Association membership through use of a broader survey instrument.

This Task Force was discharged after acceptance of its finalized report in July, 2008.

Publications Advisory Committee

Charge: To supervise the Association's publications program; to encourage the membership to participate in the publications program; to evaluate and make recommendations on proposals and manuscripts received; to oversee the details of their execution following the approved "Publications Review Form"; and to serve as liaison between the project editors and the Executive Board.

This Committee was dissolved in 2002, when the Publications Program Group (PPG) was established to oversee the publications work of the VRA.

Silver Jubilee Task Force

Charge: To develop an appropriate 25th anniversary celebration program for the Visual Resources Association. Although the 25th anniversary may be commemorated throughout 2007, the Committee will center its celebration around the VRA 25th Annual Conference to be held in Kansas City, Missouri, the state in which VRA was originally incorporated. The conference commemoration could take the form of a published history of the Association, collected anecdotes from founding members, commemorative lapel pins and conference badges, special events, or other worthy concepts. In developing the celebration plan, the Executive Board encourages the Silver Jubilee Committee to both harken back to our roots and to celebrate our bright future.

The Task Force was dissolved after a very successful Silver Jubilee Conference in Kansas City in March 2007.

Strategic Plan Task Force

Beginning with a review of the 2003 VRA Strategic Plan, the Task Force will provide a status assessment and proceed to make recommendations for initiatives going forward. The Task Force will focus on the areas of: programs and services, membership, technology, financial structure, organization and governance, and leadership in the field.

Initiatives will be developed according to the following criteria:

- achievable within a 5 year period to commence in January 2010,*
- include measurable activities and tasks,*
- provide an estimated chronology of events.*

*Recommendations took the form of a written report submitted to the Executive Board in fall, 2009. The report was then approved for publication on the VRA web site and presented to the Membership at the annual conference in Atlanta in 2010. This Task Force was discharged on March 18, 2010. The full text of the Strategic Plan is available in the Members-only portion of the VRA web site:
<http://data.memberclicks.com/site/vra/2009VRAstrategicPlan.pdf>*

Summer Educational Institute for Visual Resources and Image Management Implementation Committee (SEI-IT)

Charge: The purpose of the SEI is to provide information professionals with valuable training and education in the area of visual resources and image management. Under the direction of the Executive Boards of the Art Libraries Society of North America (ARLIS/NA) and the Visual Resources Association (VRA), the Implementation Team (IT) is charged as the management group for the Summer Educational Institute (SEI) providing or coordinating administration, local arrangements, registration, scheduling, fundraising, publicity, curriculum, instruction, and teaching materials. (The SEI-IT is a joint committee with ARLIS/NA and VRA.)

Management of the Summer Educational Institute was conveyed to the joint jurisdiction of ARLIS/NA and the VRA Foundation Board as of September 1, 2008.

Summer Educational Institute Long-Term Planning Task Force (SEI-TF)

Charge: 1) establishing a five-year strategic plan to develop the pedagogical goals for the SEI, including the consideration of an advanced track to provide continuing education for those who are seasoned professionals, the consideration of a certification program, and the establishment of instructor qualifications; and 2) exploring the long-term management, direction, and structure of the SEI. As part of its charge, the SEI Long-Term Planning Task Force will conduct an analysis of the educational needs of image professionals. Consultation with the VRA Education Committee, the ARLIS/NA Professional Development Committee, the investigators of the IMLS grant studying the educational needs of image professionals, and other appropriate professional groups is expected.

The SEI Long-Term Planning Task Force will report to the Executive Boards of ARLIS/NA and VRA, submitting an interim report by October 1, 2006, and a final recommendation to both Boards by March 1, 2007. (The SEI-TF is a joint task force with ARLIS/NA and VRA.)

The SEI Long-Term Planning Task Force delivered its final report and was discharged in July 2007.

VRA Archives Task Force

Charge: To research best practices and policies for the management of the VRA Archives; specifically to address the issues of storage, access and dissemination of materials, including artifacts, paper documents, and electronic and digital media files; and make recommendations to the VRA Executive Board.

The VRA Archives Task Force presented its final report to the Board in June 2008 and was discharged on July 18, 2008.

VRA White Paper Task Force

Charge: To develop an organizational statement assessing the ongoing importance of visual resources collections, services, and personnel in helping academic and cultural heritage organizations to fulfill their missions and goals.

The VRA White Paper Task Force presented its completed document to the Board in October 2010 and was discharged on March 18, 2010.

VII-D. Cataloguing Cultural Objects Project (CCO)

This Project was conveyed to the jurisdiction of the VRA Foundation on October 15, 2008.

Cataloguing Cultural Objects: A Guide to Describing Cultural Works and Their Images (CCO) is a manual for describing, documenting, and cataloging cultural works and their visual surrogates. The primary focus of CCO is art and architecture, including but not limited to paintings, sculpture, prints, manuscripts, photographs, built works, installations, and other visual media. CCO also covers many other types of cultural works, including archaeological sites, artifacts, and functional objects from the realm of material culture.

CCO is designed for use by professionals in museum collections, visual resource collections, archives, and libraries that have a primary emphasis on art, architecture, and material culture. Additional information may be found at the CCO web site: <http://www.vrafoundation.org/ccoweb/cco/index.html>.

VII-E. Summer Educational Institute (SEI)

The Summer Educational Institute was conveyed to the joint jurisdiction of ARLIS/NA and the VRA Foundation as of September 1, 2008.

Professionals in the field of visual resources currently have to master several different sets of knowledge/expertise to successfully administer existing visual resources, preserve unique collections within those resources, and begin the process of converting analog resources to digital modes of presentation. In addition, they have to be conversant with national and international standards, organizations, metadata initiatives, and online resources. As most library and information science programs do not address the needs of image collection professionals, the jointly sponsored ARLIS/NA-VRA Summer Educational Institute provides a standardized and sustainable program for visual resources training, with a focus on issues related to the transition from analog to digital collections.

As an ongoing endeavor, the ARLIS/NA-VRA Summer Educational Institute changes in focus and emphasis each year to meet the needs of new professionals and of institutions facing the demanding metamorphosis from analog slide collections into digital image resources. With each successive year, more emphasis will be placed on digital topics, and more attention will be given to emerging national

and international cataloging guidelines, image resources, and advances in presentation technology, while maintaining the core knowledge base necessary for any type of image collection management.

The ARLIS/NA-VRA Summer Educational Institute is open to professionals, para-professionals, and graduate level students in visual resources, library science, the fine arts, related humanities fields, and other image information disciplines. Anyone who has a need to learn about managing image collections is encouraged to participate. The SEI is designed to serve various levels of expertise:

- Individuals new to the profession,
- Librarians or other information professionals with new responsibilities to oversee and manage image collections,
- Visual resources managers and art librarians who wish to update their knowledge of current practices.

Additional information may be found at the SEI web site: <http://www.vrafoundation.org/sei.htm>

VIII. Regional Chapters

A copy of each regional Chapter's bylaws should be retained by the President in the *VRA Officer's Manual* and a copy should be sent to the Archivist.

To request formal recognition, newly formed chapters should:

- Review the *VRA Leadership Guide* (posted on MemberClicks).
- Prepare and submit to the Executive Board proposed Chapter bylaws consonant with the VRA Bylaws; a model Chapter Bylaws template is available in the Members-only portion of the VRA web site <http://data.memberclicks.com/site/vra/bylaws.pdf>
- Write a letter to the VRA President requesting formal recognition of the Chapter which includes the names of at least 2 officers elected by the Chapter group.

The President should acknowledge the request for recognition and inform the Chapter Chair that the materials will be taken under advisement by the Executive Board. Copies of the Chapter bylaws should be sent to all Executive Board members for review and discussion. If there are no problems and the Chapter bylaws seem to be in consonance with the Association bylaws, then the Executive Board may approve recognition of the Chapter by motion and vote of the Executive Board at its next meeting. Newly recognized Chapters and their officers should be announced at the annual business meeting and published in the VRA Bulletin as part of the business meeting minutes.

The President should send an updated list of Chapters and Chairs to the Membership Committee Chair at regular intervals (every year or as new Chapters are recognized) so that the Membership Committee can enlist the aid of the Chapters in building Association membership.

When a new Chair takes office, the President should confirm that position responsibilities are understood and remind the Chair that the *VRA Leadership Guide* can be found on the MemberClicks web site. The Chair should be informed that s/he is to send a report for the mid-year Executive Board meeting and for the Executive Board meeting during the annual conference. The Secretary sends a

reminder (at the President's request) notifying each Chair of the report deadlines. Chapter Chairs must use the "Report Template" distributed by the Secretary. Reports are posted to the Board shared files site for review. After the conference annual reports will be posted to the VRA Members' Only web site (currently MemberClicks).Chapter Chairs report in person to the Executive Board by invitation.

The "Report Template" includes: a description of goals and accomplishments, a financial summary, a roster of Chapter members, and requests for Board action.

Current List of VRA Regional Chapters

(As of August 2010)

Canada
Great Lakes
Greater New York
Greater Philadelphia (currently inactive)
Mid-Atlantic
Midwest
New England
Northern California
Pacific Rim
Southeast
Southern California
Texas
Upstate New York

VIII-A. Canada Chapter Bylaws

ARTICLE I: NAME.

The name of this organization shall be the Visual Resources Association/Canada Chapter, hereafter referred to as the Chapter. The geographic scope of the Chapter shall include all Canadian Provinces and Territories.

ARTICLE II: PURPOSE.

The purpose of the Chapter shall be the support and professional enrichment of Chapter members. It will serve to encourage and support the professional association of the VRA, and to foster communications between Canadian visual resource professionals and the VRA.

ARTICLE III: MEMBERSHIP.

1. Eligibility: Visual Resources Association members in good standing are eligible for membership.
2. Dues:
 1. Dues shall be proposed by the members and ratified by member vote. Chapter membership dues are \$15.00 per year.
 2. The Chapter shall have the right to propose additional fees for specific projects, subject to the approval of the membership.

3. Privileges.

1. Chapter Members in good standing are eligible to vote and/or hold office.
2. All members shall be entitled to receive minutes, announcements of meetings, and other notices of general interest to the membership.

ARTICLE IV: OFFICERS.

1. Chapter officers shall consist of a Chair, Secretary and Treasurer.
2. Office members must be Chapter and VRA Association members in good standing.
3. The terms for office shall be two calendar years.
4. Duties of Officers:
 1. Chairperson
 1. The Chair shall be the representative of the Chapter on its official business, or shall designate a substitute.
 2. The Chair shall serve as program chair at Chapter meetings.
 3. The Chair shall make arrangements with the host for meetings.
 4. The Chair shall develop programs and agendas with the other officers.
 5. The Chair shall write and submit annual report and a mid-year report to the Secretary of the Association.
 2. Secretary
 1. The Secretary shall keep minutes of the Chapter meetings.
 2. The Secretary shall be responsible for Chapter correspondence.
 3. The Secretary shall maintain the Chapter mailing list.
 4. The Secretary shall produce and distribute notices of meetings and announcements.
 3. Treasurer
 1. The Treasurer shall establish financial accounts for the Chapter.
 2. The Treasurer shall keep financial records and report to the Chapter on a regular basis.
 3. The Treasurer shall collect and process Chapter dues.

ARTICLE V: ELECTIONS.

1. Officers shall be elected by a plurality of votes cast by the members. Voting will be conducted via e-mail.
2. A nominating committee of at least two members will be responsible for nominating a slate of officers and presenting them in written form to the Secretary.

ARTICLE VI: MEETINGS.

1. Chapter meetings shall be called by the Chair.
2. Members may invite guests to meetings and encourage them to become members.
3. The Chapter shall have at least 2 meetings per calendar year.

ARTICLE VII: AMENDMENTS.

1. Amendments to the Bylaws may be submitted to the Chapter in writing by voting members.
2. Approval of a 2/3 majority of voting members shall be necessary.
3. The Bylaws shall be reviewed at least every five years.

VIII-B. Great Lakes Chapter Bylaws

Article I. NAME. The name of this organization shall be the Visual Resources Association Great Lakes Area Regional Chapter, hereafter referred to as the Chapter.

Article II. PURPOSE. The purpose of the Chapter shall be to promote communication among, and to provide support and professional enrichment opportunities for, members of the Visual Resources Association residing or professionally active in Northern Kentucky, Michigan, Ohio, and Western Pennsylvania. The Chapter will also promote and support the Visual Resources Association as an international professional organization.

Article III. MEMBERSHIP.

A. Eligibility. Membership is open to all current members in good standing of the Visual Resources Association.

B. Membership Categories

- Regular members: All members of the VRA are eligible to join the Chapter.

- Institutional members: The Chapter shall allow Institutional Members of the VRA to designate one representative for Chapter membership at the Chapter's regular membership rate.

- Student members: The Chapter shall allow individuals with Association student memberships to apply for student membership at a reduced rate than that paid by regular members. An individual applying for student membership shall provide verification of current student status.

- Retired members: The Chapter shall allow individuals with Association members to apply for Chapter retired membership at a reduced rate from that paid by regular members.

- Unemployed members: The Chapter shall allow unemployed individuals with Association membership to apply for unemployed membership. Eligibility for unemployed membership status shall be limited to one year, under the following stipulations: the member must be currently unemployed, must have held a regular membership during the membership year, and must have suffered a job loss during the membership year.

C. Membership year. The Chapter membership year shall be concurrent with the Association membership year. Memberships are for the calendar year (January to December); membership fees received after October 15 are applied to the next calendar year. Individuals who do not renew by a designated cut-off date may be purged from the membership rosters of both the Association and the Chapter.)

D. Dues.

1. Dues for the various categories of Chapter membership shall be proposed by the Chapter officers and ratified by a plurality of the written (including electronic) vote of the Chapter membership.

2. Payment of dues. Eligible individuals may enroll in the Great Lakes area Regional Chapter at any time by using any one of the following options:

- a. Making a “bundled membership” transaction using the member’s online MemberClicks account (accessed through VRAWEB); registration and payment of Chapter dues can be made with the same transaction as registration and payment of Association annual membership dues. Registration and payment of Chapter dues can also be made as a separate MemberClicks transaction from registration and payment of Association membership dues.
- b. Sending membership application and dues to the Chapter Treasurer.
- c. Registering in person and paying dues directly to the Treasurer at a Chapter meeting.

E. Special assessments and fees. The Chapter may propose the assessment of additional fees to recover the per capita cost of participation in a specific Chapter-sponsored event or project, subject to the approval of the membership. Participants will pay these fees directly to the Chapter Treasurer.

F. Privileges.

- 1. Only Chapter members may vote in Chapter elections or hold elective Chapter office
All Chapter members shall be entitled to receive minutes, announcements of meetings, and other notices of general interest to the membership.

Article IV. OFFICERS.

A. Chapter officers shall consist of a minimum of three, those being Chairperson, Secretary, and Treasurer.

B. Qualifications for office. Officers must be VRA and Chapter members in good standing.

C. Terms of office. The term of office shall be two calendar years.

D. Duties of officers.

1. The Chapter Chair shall:

- a. Act as the representative of the Chapter in its official business or designate a substitute.
- b. Conduct business and serve as program chair at Chapter meetings.
- c. Make arrangements with host site for meetings.
- d. Develop programs and agendas with other officers.
- e. Write and submit the Chapter’s mid-year and annual reports to the VRA Executive Board.

2. The Chapter Secretary shall:

- a. Keep minutes of Chapter meetings and be responsible for Chapter correspondence.
- b. Produce and distribute notices of meetings and announcements.
- c. Conduct meetings in the absence of the Chairperson.

3 The Chapter Secretary shall:

- a. Keep Chapter financial records and report to the Chapter on a regular basis. Collects and processes Chapter dues paid in person or by mail, and shall receive and review periodic reports of Chapter dues paid to the Association through bundled membership transactions.

E. Replacement of officers.

1. Any Chapter officer unable to perform the duties of his/her office should submit a written resignation in the form of a letter or electronic communication to the Chapter Chair; or, if the Chair resigns, the written resignation is tendered to the Secretary. The designated recipient will inform the Chapter membership of the resignation and its effective date.

2. Should any Chapter office be vacated mid-term, the other officer(s) may recommend a qualified successor (with that individual's consent) from the membership to fill the remainder of the vacated term, to which action a majority of the membership must assent by a vote of affirmation (in person, written, or electronic)

Article V. ELECTIONS.

A. Officers shall be elected by a plurality of votes cast by the members (in person, written, or electronic).

B. Nominations. A nominating committee of at least two members shall be responsible for nominating a slate of officers and presenting them in written or electronic form to the Chapter. Potential candidates should be informed by the committee of all duties of the position they are being asked to fill.

C. Elections should be staggered to provide for continuity of leadership; officers should alternate their two-year terms.

Article VI. MEETINGS.

A. Chapter meetings shall be called by the Chairperson.

Members may invite guests to meetings and encourage them to become members. Guests are not eligible to vote or hold office. Attendance at meetings as a guest will be limited to one meeting. If a supplemental fee is assessed to cover the cost of participation in a specific Chapter event, non-member Guests will be assessed a proportionately higher amount than that paid by members.

The Chapter will have at least two meetings per calendar year.

Article VII. AMENDMENTS.

A. Proposed amendments to the Bylaws may be submitted to the Chapter in writing or electronic communication by any voting member.

B. Approval by a two-thirds majority of voting members (in person, written, or electronic) shall be necessary to amend the Bylaws.

C. The Bylaws shall be submitted to the Visual Resources Association Executive Board for approval.

D. The Bylaws shall be reviewed at least once in every five years.

Article VIII. DISSOLUTION OF THE CHAPTER.

A. The Visual Resources Association shall authorize the dissolution of the Chapter upon the request of its members or when in the opinion of the Executive Board the Chapter's effectiveness and viability have ceased.

B. All just liabilities and obligations of the Chapter shall be paid, satisfied, and discharged, or adequate provision shall be made therefore.

C. All other assets shall be transferred or conveyed to the Visual Resources Association.

Article IX. IMPLEMENTATION.

A. These Bylaws shall become effective immediately upon approval by the Chapter membership and the Visual Resources Association Executive Board.

B. Officers elected under any previous Bylaws shall remain in office until the conclusion of their terms.

Accepted by the VRA Board August, 2009

VIII-C. Greater New York Chapter Bylaws

ARTICLE I: NAME

Section A: The name of the organization shall be the Greater New York Chapter of the Visual Resources Association (hereafter referred to as the Chapter or as VRA/NY).

ARTICLE II: PURPOSE

Section A: The purpose of the organization is to promote communication and to encourage professional development through special programs, travel awards, and social events among members of the Visual Resources Association (VRA) within the greater New York metropolitan area. VRA/NY will act within the general framework of the original constitution and the bylaws of the VRA.

ARTICLE III: MEMBERSHIP

Section A: All members of VRA who are living within the New York metropolitan area and its environs are eligible to join VRA/NY.

Section B: Dues are payable annually by February 15. The amount shall be proposed by the officers and ratified by a plurality of members voting.

Section C: All members in good standing may hold office, are entitled to receive announcements of meetings of the Chapter, may vote, and may apply for any chapter awards.

ARTICLE IV: MEETINGS

Section A: Meetings are to be held at a minimum of twice annually.

Section B: Members may invite guests to meetings and encourage them to become members. Guests may not vote on any Chapter business.

Section C: Fees to cover the cost of Chapter meetings may be set by the officers, and collected from both members and guests.

ARTICLE V: OFFICERS

Section A: The elected officers shall be the Chairperson, the Chairperson Elect/Vice Chairperson and the Secretary/Treasurer.

Officers must be Chapter members in good standing.

Section B: The Chairperson will serve for one year after serving the prior year as vice chairperson.

The Chairperson shall be responsible for calling meetings.

The Chairperson shall be responsible for submitting midyear and annual reports to the Chapter membership and to the VRA Executive Board, or more often as required.

Section C: The Vice Chairperson/Chairperson Elect will serve for one year.

The Vice Chairperson/Chairperson Elect shall serve in all matters when the *Chairperson* is not available.

The Vice Chairperson/Chairperson Elect shall become the Chairperson in the succeeding year.

Section D: The Secretary/Treasurer shall serve for two years.

The Secretary/Treasurer shall keep minutes for all of the business meetings.

The Secretary/Treasurer shall maintain mailing lists and be responsible for correspondence.

The Secretary/ Treasurer shall collect annual dues, maintain financial records, and pay bills as requested by the officers or voted on by the membership.

The Secretary/Treasurer shall report annually to the membership on the financial status of the Chapter.

ARTICLE VI: COMMITTEES

Section A: The officers may establish committees or working groups as necessary, such as travel awards or program planning, to further the mission and activities of the Chapter.

Section B: The officers may solicit volunteers with specific skills from the membership to further the mission and activities of the Chapter.

ARTICLE VII: ELECTIONS

Section A: The officers shall be elected from nominations received from the floor at the first meeting of the calendar year.

Section B: The officers shall be elected by a plurality of votes cast by members present at the meeting.

Section C: A new Vice Chairperson will be elected every year. The Secretary/Treasurer will be elected in even years.

Section D: If an officer is unable to serve, a special election to fill the vacant position will be held at the next meeting.

ARTICLE VIII: AMENDMENTS

Section A: Proposed amendments to the Bylaws may be submitted to the Chapter in writing by any member in good standing.

Section B: Approval of a two-thirds majority of members voting shall be necessary to amend the Bylaws. The revised Bylaws are subject to the approval of the VRA Executive Board.

Section C: The Bylaws shall be reviewed at least every five years.

Section D: The Bylaws shall be submitted to the VRA Executive Board for approval.

Article IX. DISSOLUTION OF CHAPTER

Section A. The VRA Executive Board shall authorize the dissolution of the Chapter when in the opinion of the Executive Board its usefulness has ceased.

Section B. All just liabilities and obligations of the Chapter shall be paid, satisfied, and discharged or adequate provisions shall be made therefore.

Section C. All other assets shall be transferred or conveyed to VRA.

The revised version was approved by the membership at its business meeting on April 24, 2006. Following comment by the VRA board, the two-thirds majority required for amendment of the Bylaws was reinstated (ARTICLE VIII Section B) and approved by chapter members at the fall business meeting on October 6, 2006. The amended Bylaws were approved by the VRA Board in January 2007.

VIII-D. Greater Philadelphia Chapter Bylaws

Article I. NAME.

The name of this organization shall be the Visual Resources Association Greater Philadelphia Area Regional Chapter, hereafter referred to as the Chapter.

Article II. PURPOSE.

The purpose of the Chapter shall be the support and professional enrichment of Chapter members residing or active in the geographical area designated as the Greater Philadelphia Area (encompassing Pennsylvania, New Jersey and Delaware). The Chapter will serve to encourage and support the professional association of the VRA.

Article III. MEMBERSHIP.

- A. Eligibility.
 - 1. Membership is open to all individual, institutional, and student members of the VRA in good standing.
- B. Dues.
 - 1. Dues shall be proposed by the Chapter members and ratified by member vote.
 - 2. The membership may vote to waive the collection of dues.
 - 3. Dues shall be paid to the Chapter Treasurer.
 - 4. The Chapter shall have the right to propose additional optional fees for special projects subject to approval of the membership by a simple majority.
- C. Privileges
 - 1. Only Chapter members in good standing may vote, hold elected office, and participate in Chapter activities.
 - 2. All Chapter members shall be entitled to receive announcements of chapter meetings, minutes, and other notices of general interest to the membership.

Article IV. OFFICERS.

- A. Offices.
 - 1. Chapter officers shall consist of a Chairperson, Secretary, and Treasurer.
 - 2. The offices of Secretary and Treasurer may be combined in the event that the nominating committee presents a slate of two rather than three officers to the Chapter members for consideration.
- B. Qualifications for office.
 - 1. Only Chapter members in good standing may hold office.
 - 2. Nominees for office must have accepted their nominations prior to election.
- C. Terms of office.
 - 1. The terms of office shall be two calendar years.
 - 2. The election of officers shall take place in the month of October.
 - 3. The election of the Chairperson shall take place in odd numbered years.
 - 4. The election of the Secretary/Treasurer shall take place in even numbered years.
- D. Duties of officers.

1. Chairperson shall:
 - a. Serve as the representative of the Chapter on its official business.
 - b. Serve as program chair at Chapter meetings.
 - c. Make arrangements with hosts for Chapter meetings.
 - d. Develop programs and agendas with other Chapter officers.
 - e. Write and submit annual reports to Chapter membership and to the VRA Executive Board.
2. Secretary shall:
 - a. Keep minutes of Chapter meetings and be responsible for Chapter correspondence.
 - b. Keep Chapter financial records and report to the Chapter on a regular basis, in the absence of the Treasurer.
 - c. Serve as chairperson at meetings in the absence of the Chairperson.
 - d. Produce and distribute notices of meetings and other announcements.
3. Treasurer shall:
 - a. Keep Chapter financial records and report to the Chapter on a regular basis.
 - b. Collect dues, as ratified by vote of the Chapter membership.

Article V. NOMINATIONS AND ELECTIONS.

- A. The officers shall be elected from nominations received from the floor at the second meeting of the calendar year.
- B. Officers shall be elected by a plurality of votes cast by Chapter members.

Article VI. MEETINGS.

- A. Chapter members shall meet a minimum of twice yearly within the calendar year.
- B. Meetings of the Chapter shall be called by the Chairperson.
- C. The Secretary shall ensure that the Chapter membership receive advance notice of meetings.
- D. Members may invite guests to meetings and encourage them to become members.

Article VII. AMENDMENTS.

- A. Proposed amendments to the Chapter Bylaws may be submitted to the Chapter in writing by members in good standing.
- B. Approval by a two-thirds majority of members in good standing shall be necessary to amend the Chapter Bylaws.
- C. The Chapter Bylaws shall be reviewed at least every five years.

Article VIII. MISCELLANEOUS.

- A. For the purpose of these Bylaws, electronic mail (email) may be substituted for "in writing."
 - *These Bylaws were drawn up and approved on March 4, 1999 by the membership of the Visual Resources Association of Greater Philadelphia Area Regional Chapter.*
 - *Revised May 12, 1999. Approved by the VRA Executive Board July 1999.*
 - *Revision of Article IV C on April 19, 2001 by the Chapter membership. Approved by the VRA Executive Board July 2001.*
 - *Revision of Article V on April 19, 2001, January 22, 2004, and April 2, 2004 approved by the VRA Executive Board August 2004.*
 - *At the request of its membership, the Greater Philadelphia Chapter was placed in inactive status by the Executive Board on June 14, 2010.*

VIII-E. Mid-Atlantic Chapter Bylaws

Article I. NAME. The name of this organization shall be the Visual Resources Association Mid-Atlantic Regional Chapter, hereafter referred to as the Chapter.

Article II. PURPOSE. The purpose of the Chapter shall be to promote communication among, and to provide support and professional enrichment opportunities for, members of the Visual Resources Association residing or professionally active in the Mid-Atlantic region, which includes Maryland, Virginia, West Virginia, and the District of Columbia. The Chapter will also promote and support the Visual Resources Association as an international professional organization.

Article III. MEMBERSHIP.

A. Eligibility. Membership is open to all current members in good standing of the Visual Resources Association.

B. Membership Categories. The Mid-Atlantic Chapter has three categories of membership: regular, student and retired.

1. Student members: Association student members are eligible for a Chapter student membership.

2. Retired members: Association retired members are eligible for a Chapter retired membership.

C. Membership year. The Chapter membership year shall be concurrent with the Association membership year.

D. Dues.

1. Determining dues amounts. Dues amounts for the various categories of Chapter membership shall be proposed by the Chapter officers and ratified by a plurality of the written (including electronic) vote of the Chapter membership.

2. Payment of dues. Eligible individuals may enroll in the Mid-Atlantic Chapter at any time by using any one of the following options:

a. Making a “bundled membership” transaction using the member’s online MemberClicks account (accessed through VRAWEB); registration and payment of Chapter dues can be made with the same transaction as registration and payment of Association annual membership dues. Registration and payment of Chapter

dues can also be made as a separate MemberClicks transaction from registration and payment of Association membership dues.

b. Sending membership application and dues to the Chapter Treasurer.

c. Registering in person and paying dues directly to the Treasurer at a Chapter meeting.

E. Special assessments and fees. The Chapter may propose the assessment of additional fees to recover the per capita cost of participation in a specific Chapter-sponsored event or project, subject to the approval of the membership. Participants will pay these fees directly to the Chapter Secretary/Treasurer.

F. Privileges.

1. Only Chapter members may vote in Chapter elections or hold elective Chapter office.

2. All members shall be entitled to receive minutes, announcements of meetings, and other notices of general interest to the membership.

Article IV. OFFICERS.

A. Chapter officers shall consist of a minimum of two, those being Chairperson and Secretary/Treasurer.

B. Qualifications for office. Officers must be VRA and Chapter members in good standing.

C. Terms of office. The term of office shall be two calendar years.

D. Duties of officers.

1. The Chapter Chairperson shall:

a. Act as the representative of the Chapter in its official business.

b. Conduct business and serve as program chair at Chapter meetings.

c. Make arrangements with host site for meetings.

d. Develop programs and agendas with other officers.

e. Write and submit the Chapter's annual report to the VRA Executive Board.

2. The Chapter Secretary/Treasurer shall:

- a. Keep minutes of Chapter meetings and be responsible for Chapter correspondence.
- b. Produce and distribute notices of meetings and announcements.
- c. Keep Chapter financial records and report to the Chapter on a regular basis.
- d. Collect and process Chapter dues paid in person or by mail, and shall receive and review periodic reports of Chapter dues paid to the Association through bundled membership transactions.
- e. Authorize payments from Chapter funds held in the Chapter Bursary.
- f. Receive and review periodic disbursement reports of payments made from Chapter funds held in the Chapter Bursary.
- g. Conduct meetings in the absence of the Chairperson.

E. Replacement of officers.

1. Any Chapter officer unable to perform the duties of his/her office should submit a written resignation in the form of a letter or electronic communication to the Chapter Chair; or, if the Chair resigns, the written resignation is tendered to the Secretary (or Secretary/ Treasurer). The designated recipient will inform the Chapter membership of the resignation and its effective date.
2. Should any Chapter office be vacated mid-term, the other officer(s) may recommend a qualified successor (with that individual's consent) from the membership to fill the remainder of the vacated term, to which action a majority of the membership must assent by a vote of affirmation (in person, written, or electronic).

Article V. ELECTIONS.

- A. Officers shall be elected by a plurality of votes cast by the members (in person, written, or electronic).
- B. Nominations. A nominating committee of at least two members shall be responsible for nominating a slate of officers and presenting them in written or electronic form to the Chapter. Potential candidates should be informed by the committee of all duties of the position they are being asked to fill.
- C. Elections should be staggered to provide for continuity of leadership; officers should alternate their two-year terms.

Article VI. MEETINGS.

- A. Chapter meetings shall be called by the Chairperson.
- B. The Chapter must hold a minimum of one general meeting per year. The Chapter may provide for various forms of remote participation for members who are unable to be physically present at a meeting.
- C. Guests of Chapter members are welcome to attend Chapter meetings. Guests may not vote on Chapter business or hold office.

Article VII. AMENDMENTS.

- A. Proposed amendments to the Bylaws may be submitted to the Chapter in writing or electronic communication by any voting member.
- B. Approval by a two-thirds majority of voting members (in person, written, or electronic) shall be necessary to amend the Bylaws.
- C. The Bylaws shall be submitted to the Visual Resources Association Executive Board for approval.
- D. The Bylaws shall be reviewed at least once in every five years.

Article VIII. DISSOLUTION OF THE CHAPTER.

- A. The Visual Resources Association shall authorize the dissolution of the Chapter upon the request of its members or when in the opinion of the Executive Board the Chapter's effectiveness and viability have ceased.
- B. All just liabilities and obligations of the Chapter shall be paid, satisfied, and discharged, or adequate provision shall be made therefore.
- C. All other assets shall be transferred or conveyed to the Visual Resources Association.

Article IX. IMPLEMENTATION.

- A. These Bylaws shall become effective immediately upon approval by the Chapter membership and the Visual Resources Association Executive Board.

B. Officers elected under any previous Bylaws shall remain in office until the conclusion of their terms.

Accepted by the VRA Board July, 2009.

VIII-F. Midwest Chapter Bylaws

Article I. NAME. The name of this organization shall be the Visual Resources Association Midwest Regional Chapter, hereafter referred to as the Chapter.

Article II. PURPOSE. The purpose of the Chapter shall be to promote communication among, and to provide support and professional enrichment opportunities for, members of the Visual Resources Association residing or professionally active in the states of Illinois, Indiana, Iowa, Minnesota, Missouri, and Wisconsin. The Chapter will also promote and support the Visual Resources Association as an international professional organization.

Article III. MEMBERSHIP.

A. Eligibility. Membership is open to all current members in good standing of the Visual Resources Association.

B. Membership Categories. The Chapter recognizes a single category of individual membership at a uniform dues rate.

C. Membership year. The Chapter membership year shall be concurrent with the Association membership year: January – December.

D. Dues.

1. Dues amounts for the various categories of Chapter membership shall be proposed by the Chapter officers and ratified by a plurality of the written (including electronic) vote of the Chapter membership.

2. Eligible individuals may enroll in the Midwest Regional Chapter at any time by using any one of the following options:

a. Making a “bundled membership” transaction using the member’s online MemberClicks account (accessed through VRAWEB); registration and payment of Chapter dues can be made with the same transaction as registration and payment of Association annual membership dues. Registration and payment of Chapter dues can also be made as a separate MemberClicks transaction from registration and payment of Association membership dues.

b. Sending membership application and dues to the Chapter Secretary/Treasurer.

c. Registering in person and paying dues directly to the Secretary/Treasurer at a Chapter meeting.

E. Special assessments and fees. The Chapter may propose the assessment of additional fees to recover the per capita cost of participation in a specific Chapter-sponsored event or project, subject to the

approval of the membership. Participants will pay these fees directly to the Chapter Secretary/Treasurer.

F. Privileges.

1. Only Chapter members may vote in Chapter elections or hold elective Chapter office.
2. All members shall be entitled to receive minutes, announcements of meetings, and other notices of general interest to the membership.

Article IV. OFFICERS.

A. Chapter officers shall consist of a Chair and a Secretary/Treasurer.

B. Officers must be VRA and Chapter members in good standing.

C. The term of office shall be two calendar years.

D. Duties of officers.

1. The Chapter Chair shall:

- a. Act as representative of the Chapter on its official business.
- b. Develop programs and agendas for meetings.
- c. Conduct business and serve as program chair at Chapter meetings.
- d. Make arrangements with host site for meetings.
- e. Write and submit the Chapter's mid-year and annual reports to the VRA Executive Board.

2. The Chapter Secretary/Treasurer shall:

- a. Keep minutes of Chapter meetings and be responsible for Chapter correspondence.
- b. Produce and distribute notices of meetings and announcements.
- c. Maintain a Chapter mailing list.
- d. Conduct meetings in the absence of the Chair.
- e. Keep Chapter financial records and report to the Chapter on a regular basis.
- f. Collect and process Chapter dues paid in person or by mail, and receive and review periodic reports of Chapter dues paid to the Association through bundled membership transactions.
- g. Authorize payments from Chapter funds held in the Chapter Bursary.
- h. Receive and review periodic disbursement reports of payments made from Chapter funds held in the

Chapter Bursary.

E. Replacement of officers.

1. Any Chapter officer unable to perform the duties of his/her office should submit a written resignation in the form of a letter or electronic communication to the Chapter Chair; or, if the Chair resigns, the written resignation is tendered to the Secretary/Treasurer. The designated recipient will inform the Chapter membership of the resignation and its effective date.

2. Should any Chapter office be vacated mid-term, the other officer(s) may recommend a qualified successor (with that individual's consent) from the membership to fill the remainder of the vacated term, to which action a majority of the membership must assent by a vote of affirmation (in person, written, or electronic)

Article V. ELECTIONS.

A. Officers shall be elected by a plurality of votes cast by the members (in person, written, or electronic).

B. Nominations. A nominating committee of at least two members shall be responsible for nominating a slate of officers and presenting them in written or electronic form to the Chapter. Potential candidates should be informed by the committee of all duties of the position they are being asked to fill.

C. Elections should be staggered to provide for continuity of leadership; officers should alternate their two-year terms.

Article VI. MEETINGS.

A. Chapter meetings shall be called by the Chair.

B. The Chapter will hold a minimum of one general meeting per year. Whenever possible, an additional meeting or meetings should be held such as at the annual VRA conference.

C. In-person meetings are preferable, but electronic methods or meetings are allowable as long as all members who want to participate can participate equally.

D. Members may invite guests to meetings and encourage them to become members. Members of associated professional organizations shall be encouraged to attend. If a supplemental fee is assessed to cover the cost of participation in a specific Chapter event, non-member Guests should be assessed a proportionately higher amount than that paid by members.

Article VII. AMENDMENTS.

A. Proposed amendments to the Bylaws may be submitted to the Chapter in writing or electronic communication by any voting member.

B. Approval by a two-thirds majority of voting members (in person, written, or electronic) shall be necessary to amend the Bylaws.

C. The Bylaws shall be submitted to the Visual Resources Association Executive Board for approval.

D. The Bylaws shall be reviewed at least once in every five years.

Article VIII. DISSOLUTION OF THE CHAPTER.

A. The Visual Resources Association shall authorize the dissolution of the Chapter upon the request of its members or when in the opinion of the Executive Board the Chapter's effectiveness and viability have ceased.

B. All just liabilities and obligations of the Chapter shall be paid, satisfied, and discharged, or adequate provision shall be made therefore.

C. All other assets shall be transferred or conveyed to the Visual Resources Association.

Article IX. IMPLEMENTATION.

A. These Bylaws shall become effective immediately upon approval by the Chapter membership and the Visual Resources Association Executive Board.

B. Officers elected under any previous Bylaws shall remain in office until the conclusion of their terms, or until legally replaced.

Accepted by the VRA Board October, 2009.

VIII-G. New England Chapter Bylaws

Article I. NAME. The name of this organization shall be the Visual Resources Association New England Regional Chapter, hereafter referred to as the Chapter.

Article II. PURPOSE. The purpose of the Chapter shall be to promote communication among, and to provide support and professional enrichment opportunities for, members of the Visual Resources Association residing or professionally active in Connecticut, Maine, Massachusetts, New Hampshire, Rhode Island and Vermont. The Chapter will also promote and support the Visual Resources Association as an international professional organization.

Article III. MEMBERSHIP.

A. Eligibility. Membership is open to all current members in good standing of the Visual Resources Association.

Membership Categories.

1. Regular and Institutional Members.
2. Students and Retirees.

C. Membership year. The Chapter membership year shall be concurrent with the Association membership year.

D. Dues.

1. Dues amounts for the various categories of Chapter membership shall be proposed by the membership at the spring meeting and ratified by a majority vote.
2. Payment of dues. Eligible individuals may enroll in the New England Chapter at any time by using any one of the following options:
 - a. Making a “bundled membership” transaction using the member’s online MemberClicks account (accessed through VRAWEB); registration and payment of Chapter dues can be made with the same transaction as registration and payment of Association annual membership dues. Registration and payment of Chapter dues can also be made as a separate MemberClicks transaction from registration and payment of Association membership dues.
 - b. Sending membership application and dues to the Chapter Treasurer.
 - c. Registering in person and paying dues directly to the Treasurer at a Chapter meeting.
 - d. Membership fees received before October 15 are applied to the current calendar year only. Membership fees received after October 15 are applied to the following calendar/membership year.

E. Special assessments and fees. The Chapter may propose the assessment of additional fees to recover the per capita cost of participation in a specific Chapter-sponsored event or project, subject to the approval of the membership. Participants will pay these fees directly to the Chapter Treasurer.

F. Privileges.

1. Only Chapter members may vote in Chapter elections or hold elective Chapter office.
2. All members shall be entitled to receive minutes, announcements of meetings, and other notices of general interest to the membership.

Article IV. OFFICERS.

A. There shall be three Chapter officers, those being Chairperson, Secretary, and Treasurer.

B. Qualifications for office. Officers must be VRA and Chapter members in good standing.

C. Terms of office. The term of office shall be two calendar years.

D. Duties of officers.

1. The Chapter Chairperson shall:

- a. Act as the representative of the Chapter in its official business.
- b. Conduct business and serve as program chair at Chapter meetings.
- c. Make arrangements with host site for meetings.
- d. Develop programs and agendas with other officers.
- e. Write and submit the Chapter's mid-year and annual reports to the VRA Executive Board.

2. The Chapter Secretary shall:

- a. Keep minutes of Chapter meetings and be responsible for Chapter correspondence.
- b. Maintain the Chapter mailing list.
- c. Produce and distribute notices of meetings and announcements.
- d. Conduct meetings in the absence of the Chairperson.
- e. Maintain the Chapter archives.

3. The Chapter Treasurer shall:

- a. Keep Chapter financial records and report to the Chapter on a regular basis.
- b. Collect and process Chapter dues paid in person or by mail, and shall receive and review periodic reports of Chapter dues paid to the Association through bundled membership transactions.
- c. Authorize payments from Chapter funds held in the Chapter Bursary.
- d. Receive and review periodic disbursement reports of payments made from Chapter funds held in the Chapter Bursary.

E. Replacement of officers.

1. Any Chapter officer unable to perform the duties of his/her office should submit a written resignation in the form of a letter or electronic communication to the Chapter Chair; or, if the Chair resigns, the written resignation is tendered to the Secretary. The designated recipient will inform the Chapter membership of the resignation and its effective date.

2. Should any Chapter office be vacated mid-term, the other officers may recommend a qualified successor (with that individual's consent) from the membership to fill the remainder of the vacated term, to which action a majority of the membership must assent by a vote of affirmation (in person, written, or electronic)

or

If an officer is unable or unwilling to continue serving, a special election to fill the vacant position and complete the term of office may be held at the next meeting.

Article V. ELECTIONS.

A. Officers shall be elected by a plurality of votes cast by the members (in person, written, or electronic).

B. Nominations. Officers may be elected from nominations received from members participating in a designated Chapter meeting.

or

Alternatively, a nominating committee of at least two members may be responsible for nominating a slate of officers and presenting them in written or electronic form to the Chapter. Potential candidates should be informed by the committee of all duties of the position they are being asked to fill.

C. Elections will be staggered to provide for continuity of leadership. The Chair and Secretary will be elected in even years; the Treasurer will be elected in odd years.

Article VI. MEETINGS.

A. Chapter meetings shall be called by the Chairperson.

B. The Chapter will hold two regional meetings per year. A Chapter meeting may be held as part of the annual VRA conference. The Chapter may provide for various forms of remote participation for members who are unable to be physically present at a meeting.

C. Non-member Guests may attend chapter meetings and participate in other chapter events. If a fee is assessed to cover the cost of participation, non-member Guests may be assessed a proportionately higher amount than that paid by members.

Article VII. AMENDMENTS.

A. Proposed amendments to the Bylaws may be submitted to the Chapter in writing or electronic communication by any voting member.

B. Approval by a two-thirds majority of voting members (in person, written, or electronic) shall be necessary to amend the Bylaws.

C. The Bylaws shall be submitted to the Visual Resources Association Executive Board for approval.

D. The Bylaws shall be reviewed at least once in every five years.

Article VIII. DISSOLUTION OF THE CHAPTER.

A. The Visual Resources Association shall authorize the dissolution of the Chapter upon the request of its members or when in the opinion of the Executive Board the Chapter's effectiveness and viability have ceased.

B. All just liabilities and obligations of the Chapter shall be paid, satisfied, and discharged, or adequate provision shall be made therefore.

C. All other assets shall be transferred or conveyed to the Visual Resources Association.

Article IX. IMPLEMENTATION.

A. These Bylaws shall become effective immediately upon approval by the Chapter membership and the Visual Resources Association Executive Board.

B. Officers elected under any previous Bylaws shall remain in office until the conclusion of their terms.

Approved by the VRA Executive Board, July, 2009.

VIII-H. Northern California Regional Chapter Bylaws

Article I. NAME. The name of this organization shall be the Visual Resources Association - Northern California Regional Chapter, hereafter referred to as the Chapter.

Article II. PURPOSE. The purpose of the Chapter shall be to promote communication among, and to provide support and professional enrichment opportunities for, members of the Visual Resources Association residing or professionally active in Northern California. The Chapter will also promote and support the Visual Resources Association as an international professional organization.

Article III. MEMBERSHIP.

A. Eligibility. Membership is open to all current members in good standing of the Visual Resources Association.

B. Membership Categories.

Institutional members: Institutional Members of the VRA may designate one representative for Chapter membership at the Chapter's regular membership rate.

Student members: The Chapter may allow an Association student members to apply for Chapter student membership at a reduced rate from that paid by regular members. An individual applying for student membership may be asked to provide verification of current student status.

Retired members: Retired Association members may apply for Chapter retired membership at a reduced rate from that paid by regular members.

Other discounted membership categories: The Chapter may allow other individuals eligible for discounted rate VRA membership to apply also for Chapter membership at a reduced rate from that paid by regular members.

C. Membership year. The Chapter membership year shall be concurrent with the Association membership year: January – December.

D. Dues.

1. Determining dues amounts. Dues amounts for the various categories of Chapter membership shall be proposed by the Chapter officers and ratified by a plurality of the written (including electronic) vote of the Chapter membership.

2. Payment of dues. Eligible individuals may enroll in the Northern California Regional Chapter at any time by using any one of the following options:

a. Making a “bundled membership” transaction using the member’s online MemberClicks account (accessed through VRAWEB); registration and payment of Chapter dues can be made with the same transaction as registration and payment of Association annual membership dues. Registration and payment of Chapter dues can also be made as a separate MemberClicks transaction from registration and payment of Association membership dues.

b. Sending membership application and dues to the Chapter Secretary.

c. Registering in person and paying dues directly to the Secretary at a Chapter meeting.

E. Special assessments and fees. The Chapter may propose the assessment of additional fees to recover the per capita cost of participation in a specific Chapter-sponsored event or project, subject to the approval of the membership. Participants will pay these fees directly to the Chapter Secretary.

F. Privileges.

1. Only Chapter members may vote in Chapter elections or hold elective Chapter office.

2. All members shall be entitled to receive minutes, announcements of meetings, and other notices of general interest to the membership.

Article IV. OFFICERS.

A. Chapter officers shall consist three, those being Chairperson, Co-Chairperson and Secretary.

B. Qualifications for office. Officers must be VRA and Chapter members in good standing.

C. Terms of office. The term of office shall be two calendar years.

D. Duties of officers.

1. The Chapter Chairperson and Co-Chairperson shall:

a. Act as representatives of the Chapter in its official business.

b. Conduct business and serve as program chair at Chapter meetings.

c. Make arrangements with host site for meetings.

- d. Develop programs and agendas for meetings.
- e. Write and submit the Chapter's mid-year and annual reports to the VRA Executive Board.

2. The Chapter Secretary shall:

- a. Keep minutes of Chapter meetings and be responsible for Chapter correspondence.
- b. Produce and distribute notices of meetings and announcements.
- c. Maintain a Chapter mailing list.
- d. Conduct meetings in the absence of the Chairperson and Co-Chairperson.
- e. Keep Chapter financial records and report to the Chapter on a regular basis.
- f. Collect and process Chapter dues paid in person or by mail, and shall receive and review periodic reports of Chapter dues paid to the Association through bundled membership transactions.
- g. Authorize payments from Chapter funds held in the Chapter Bursary.
- h. Receive and review periodic disbursement reports of payments made from Chapter funds held in the Chapter Bursary.

E. Replacement of officers.

- 1. Any Chapter officer unable to perform the duties of his/her office should submit a written resignation in the form of a letter or electronic communication to the Chapter Chair; or, if the Chair resigns, the written resignation is tendered to the Secretary. The designated recipient will inform the Chapter membership of the resignation and its effective date.
- 2. Should any Chapter office be vacated mid-term, the other officer(s) may recommend a qualified successor (with that individual's consent) from the membership to fill the remainder of the vacated term, to which action a majority of the membership must assent by a vote of affirmation (in person, written, or electronic)

Article V. ELECTIONS.

- A. Officers shall be elected by a plurality of votes cast by the members (in person, written, or electronic).
- B. Nominations. A nominating committee of at least two members shall be responsible for nominating a slate of officers and presenting them in written or electronic form to the Chapter. Potential candidates should be informed by the committee of all duties of the position they are being asked to fill.
- C. Elections should be staggered to provide for continuity of leadership; officers should alternate their two-year terms. The terms of office for Chairperson and Co-Chairperson shall begin in odd-numbered years. The terms of office for Secretary shall begin in even-numbered years.

Article VI. MEETINGS.

- A. Chapter meetings shall be called by the Chairperson.
- B. There shall be a minimum of two Chapter meetings each year, one in the spring and one in the fall.
- C. Members may invite guests to meetings and encourage them to become members. Members of associated professional organizations shall be encouraged to attend.

Article VII. AMENDMENTS.

- A. Proposed amendments to the Bylaws may be submitted to the Chapter in writing or electronic communication by any voting member.
- B. Approval by a two-thirds majority of voting members (in person, written, or electronic) shall be necessary to amend the Bylaws.
- C. The Bylaws shall be submitted to the Visual Resources Association Executive Board for approval.
- D. The Bylaws shall be reviewed at least once in every five years.

Article VIII. DISSOLUTION OF THE CHAPTER.

- A. The Visual Resources Association shall authorize the dissolution of the Chapter upon the request of its members or when in the opinion of the Executive Board the Chapter's effectiveness and viability have ceased.
- B. All just liabilities and obligations of the Chapter shall be paid, satisfied, and discharged, or adequate provision shall be made therefore.
- C. All other assets shall be transferred or conveyed to the Visual Resources Association.

Article IX. IMPLEMENTATION.

- A. These Bylaws shall become effective immediately upon approval by the Chapter membership and the Visual Resources Association Executive Board.

B. Officers elected under any previous Bylaws shall remain in office until the conclusion of their terms.

Accepted by the VRA Board September, 2009.

VIII-I. Pacific Rim Regional Chapter Bylaws

Article I. NAME. The name of this organization shall be the Visual Resources Association Pacific Rim Chapter, hereafter referred to as the Chapter. The association is hereinafter referred to as VRA.

Article II. PURPOSE. The purpose of the Chapter shall be to promote communication among, and to provide support and professional enrichment opportunities for, members of the VRA residing or professionally active in Oregon, Washington, Idaho, Alaska, and Hawaii. VRA members who reside in British Columbia are welcome to join as well. The Chapter will also promote and support the VRA as an international professional organization.

Article III. MEMBERSHIP.

A. Eligibility. Membership is open to all current members in good standing of the VRA.

B. Categories.

1. Individual members. Applies to individual members of the VRA.

2. Institutional members. Any of the three designated individuals of an Institutional Membership of the VRA shall be eligible for Chapter membership at the Chapter's regular membership rate.

3. Retired members. Applies to retired members of the VRA, who pay a reduced Chapter membership fee.

4. Student members. Applies to student members of the VRA, who pay a reduced Chapter membership fee.

5. Unemployed members. Applies to unemployed members of the VRA, who pay a reduced Chapter membership fee.

C. Cycle. The Chapter membership year shall be concurrent with the VRA membership year.

D. Dues. 1. Dues amounts. Changes to dues amounts in any of the categories may be proposed by Chapter members and shall be ratified by a majority of the written vote (including electronic methods) of the Chapter membership. Approved changes shall be reported to the VRA Executive Board so that they can be implemented in the bundled membership system.

2. Payment of dues. Eligible individuals may enroll in the Pacific Rim Chapter at any time by using any one of the following options:

a. Making a transaction using the member's online account (accessed through the VRA website); registration and payment of Chapter dues can be made with the same transaction as registration and payment of VRA annual membership dues or as a separate transaction from registration and payment of VRA membership dues.

b. Sending a membership application and dues to the Chapter Secretary/Treasurer.

c. Registering in person and paying dues directly to the Chapter Secretary/Treasurer at a Chapter meeting.

E. Special assessments and fees. The Chapter may propose the assessment of additional fees to recover the per capita cost of participation in a specific Chapter-sponsored event or project, subject to the approval of the membership. Participants will pay these fees directly to the Chapter Secretary/Treasurer.

F. Privileges.

1. Only Chapter members may vote in Chapter elections or hold elective Chapter office. All members shall be entitled to receive minutes, announcements of meetings, and other notices of general interest to the membership.

Article IV. OFFICERS.

A. Number. Chapter officers shall consist of a minimum of two, those being Chairperson and Secretary/Treasurer.

B. Qualifications. Officers must be VRA and Chapter members in good standing.

C. Term. The term of office shall be two calendar years.

D. Duties.

1. The Chapter Chairperson shall:

a. Act as the representative of the Chapter in its official business including correspondence with members and non-members as needed.

b. Conduct business and serve as program chair at Chapter meetings.

c. Make arrangements with host site for meetings.

d. Develop programs and agendas with Secretary/Treasurer and with meeting hosts.

e. Write and submit the Chapter's mid-year and annual reports to the VRA Executive Board.

2. The Chapter Secretary/Treasurer shall:

a. Record minutes of Chapter meetings and submit to membership for approval.

b. Produce and distribute notices of meetings (Chairperson and/or host site may do this when appropriate).

c. Keep Chapter financial records and report to the Chapter on a regular basis.

d. Collect and process Chapter dues paid in person or by mail; receive and review periodic reports of Chapter dues paid to the VRA through bundled membership transactions.

e. Authorize payments from Chapter funds held in the Chapter Bursary; receive and review periodic disbursement reports of payments made from Chapter funds held in the Chapter Bursary.

f. Conduct meetings in the absence of the Chairperson.

E. Replacement.

1. Any Chapter officer unable to perform the duties of his/her office should submit a written resignation (including electronic methods) to another Chapter officer and/or to the Chapter membership, including the effective date of the resignation.

2. Should any Chapter office be vacated mid-term, the other officer may recommend a qualified successor (with that individual's consent) from the membership to fill the remainder of the vacated term, to which action a majority of the membership must assent by a written vote (including electronic methods).

Article V. ELECTIONS.

A. Method. Officers shall be elected by a majority of written votes (including electronic methods) cast by the Chapter members.

B. Nominations. A nominating committee of at least two members shall be responsible for nominating candidates for officer positions and presenting them in written or electronic form to the Chapter membership.

C. Alternating. Officer elections shall be staggered to provide for continuity of leadership; officers should alternate their two-year terms (e.g., the Chair will be elected in even years and the Secretary/Treasurer will be elected in odd years).

Article VI. MEETINGS.

A. Calling. Chapter meetings shall be called by the Chairperson.

B. Frequency. The Chapter will hold a minimum of one general meeting per year. Whenever possible, an additional meeting or meetings should be held such as at the annual VRA conference.

C. Methods. In-person meetings are preferable, but electronic methods or meetings are allowable as long as all members who want to participate can participate equally.

D. Guests. Individuals who are not Chapter members may attend meetings when invited. Non-members may be asked to pay a higher registration fee to attend and should not participate in discussion or voting during the Chapter business meeting.

Article VII. AMENDMENTS.

A. Proposals. Proposed amendments to these bylaws may be submitted to the Chapter membership in writing (including electronic methods) by any Chapter member in good standing.

B. Approval. A written vote (including electronic methods) with a two-thirds majority in favor shall be necessary to amend these bylaws.

C. Reporting. Revised bylaws shall be submitted to the VRA Executive Board for approval.

D. Review. These bylaws shall be reviewed at least once in every five years.

Article VIII. DISSOLUTION OF THE CHAPTER.

A. Authorization. The VRA shall authorize the dissolution of the Chapter upon the request of its members or when, in the opinion of the Executive Board, the Chapter is no longer viable (e.g., when the chapter has not been holding meetings at least annually).

B. Liabilities. All just liabilities and obligations of the Chapter shall be paid, satisfied, and discharged, or adequate provision shall be made therefore.

C. Assets. Any remaining assets shall be transferred or conveyed to the VRA.

Article IX. IMPLEMENTATION.

A. Effective date. These bylaws shall become effective immediately upon approval by the Chapter membership and the VRA Executive Board.

B. Continuity. Officers elected under any previous bylaws shall remain in office until the conclusion of their terms.

Approved by chapter members on 29 December 2010

Accepted by the VRA Board January, 2011.

VIII-J. Southeast Chapter Bylaws

Article I. NAME. The name of this organization shall be the Visual Resources Association Southeast Regional Chapter, hereafter referred to as the Chapter.

Article II. PURPOSE. The purpose of the Chapter shall be to promote communication among, and to provide support and professional enrichment opportunities for, members of the Visual Resources Association residing or professionally active in Alabama, Arkansas, Florida, Georgia, Louisiana, Mississippi, North Carolina, South Carolina, and Tennessee. The Chapter will also promote and support the Visual Resources Association as an international professional organization.

Article III. MEMBERSHIP.

A. Eligibility. Membership is open to all current members in good standing of the Visual Resources Association.

B. Membership Categories. The Chapter shall have only one category of membership.

C. Membership year. The Chapter membership year shall be concurrent with the Association membership year.

D. Dues. Dues shall be proposed by the members and ratified by member vote.

2. Payment of dues. Eligible individuals may enroll in the Southeast Chapter at any time by using any one of the following options:

a. Making a “bundled membership” transaction using the member’s online MemberClicks account (accessed through VRAWEB); registration and payment of Chapter dues can be made with the same transaction as registration and payment of Association annual membership dues. Registration and payment of Chapter dues can also be made as a separate MemberClicks transaction from registration and payment of Association membership dues.

b. Sending membership application and dues to the Chapter Treasurer.

c. Registering in person and paying dues directly to the Treasurer at a Chapter meeting.

E. Special assessments and fees. The Chapter may propose the assessment of additional fees to recover the per capita cost of participation in a specific Chapter-sponsored event or project, subject to the approval of the membership. Participants will pay these fees directly to the Chapter Secretary/Treasurer.

F. Privileges.

1. Only Chapter members may vote in Chapter elections or hold elective Chapter office.

2. All members shall be entitled to receive minutes, announcements of meetings, and other notices of general interest to the membership.

Article IV. OFFICERS.

Chapter officers shall consist of a minimum of two, those being Chairperson and Secretary/Treasurer. Qualifications for office. Officers must be VRA and Chapter members in good standing. Terms of office. The term of office shall be two calendar years.

D. Duties of officers.

1. The Chapter Chairperson shall:

a. Act as the representative of the Chapter in its official business.

b. Conduct business and serve as program chair at Chapter meetings.

c. Make arrangements with host site for meetings.

d. Develop programs and agendas with other officers.

e. Write and submit the Chapter’s annual report and mid-year report to the VRA Executive Board.

2. The Chapter Secretary/Treasurer shall:

- a. Keep minutes of Chapter meetings and be responsible for Chapter correspondence.
- b. Produce and distribute notices of meetings and announcements.
- c. Keep Chapter financial records and report to the Chapter on a regular basis.
- d. Collect and process Chapter dues paid in person or by mail, and shall receive and review periodic reports of Chapter dues paid to the Association through bundled membership transactions.
- g. Conduct meetings in the absence of the Chairperson.

E. Replacement of officers.

1. Any Chapter officer unable to perform the duties of his/her office should submit a written resignation in the form of a letter or electronic communication to the Chapter Chair; or, if the Chair resigns, the written resignation is tendered to the Secretary/ Treasurer. The designated recipient will inform the Chapter membership of the resignation and its effective date.

2. Should any Chapter office be vacated mid-term, the other officer(s) may recommend a qualified successor (with that individual's consent) from the membership to fill the remainder of the vacated term, to which action a majority of the membership must assent by a vote of affirmation (in person, written, or electronic)

or

If an officer is unable or unwilling to continue serving, a special election to fill the vacant position and complete the term of office will be held at the next meeting.

Article V. ELECTIONS.

A. Officers shall be elected by a plurality of votes cast by the members (in person, written, or electronic).

B. Nominations. A nominating committee of at least two members shall be responsible for nominating a slate of officers and presenting them in written or electronic form to the Chapter. Potential candidates should be informed by the committee of all duties of the position they are being asked to fill.

or

Alternatively, officers may be elected from nominations received from members participating in a designated Chapter meeting.

C. Elections should be staggered to provide for continuity of leadership; officers should alternate their two-year terms.

Article VI. MEETINGS.

A. Chapter meetings shall be called by the Chairperson.

- B. The Chapter will have at least one meeting per calendar year.
- C. Members may invite guests to meetings and encourage them to become members.

Article VII. AMENDMENTS.

- A. Proposed amendments to the Bylaws may be submitted to the Chapter in writing or electronic communication by any voting member.
- B. Approval by a two-thirds majority of voting members (in person, written, or electronic) shall be necessary to amend the Bylaws.
- C. The Bylaws shall be submitted to the Visual Resources Association Executive Board for approval.
- D. The Bylaws shall be reviewed at least once in every five years.

Article VIII. DISSOLUTION OF THE CHAPTER.

- A. The Visual Resources Association shall authorize the dissolution of the Chapter upon the request of its members or when in the opinion of the Executive Board the Chapter's effectiveness and viability have ceased.
- B. All just liabilities and obligations of the Chapter shall be paid, satisfied, and discharged, or adequate provision shall be made therefore.
- C. All other assets shall be transferred or conveyed to the Visual Resources Association.

Article IX. IMPLEMENTATION.

- A. These Bylaws shall become effective immediately upon approval by the Chapter membership and the Visual Resources Association Executive Board.
- B. Officers elected under any previous Bylaws shall remain in office until the conclusion of their terms.

Accepted by VRA Board July, 2009.

VIII-K. Southern California Chapter Bylaws

Article I. NAME. The name of this organization shall be the Visual Resources Association Southern California Regional Chapter, hereafter referred to as the Chapter.

Article II. PURPOSE. The purpose of the Chapter shall be to promote communication among, and to provide support and professional enrichment opportunities for, members of the Visual Resources Association residing or professionally active in Southern California. The Chapter will also promote and support the Visual Resources Association as an international professional organization.

Article III. MEMBERSHIP.

A. Eligibility. Membership is open to all current members in good standing of the Visual Resources Association.

B. Membership Categories.

Institutional members: Institutional Members of the VRA may designate one representative for Chapter membership at the Chapter's regular membership rate.

Student members: The Chapter may allow an Association student members may apply for Chapter student membership at a reduced rate from that paid by regular members. An individual applying for student membership may be asked to provide verification of current student status.

Retired members: Retired Association members may apply for Chapter retired membership at a reduced rate from that paid by regular members.

Other discounted membership categories: The Chapter may allow other individuals eligible for discounted rate VRA membership to apply also for Chapter membership at a reduced rate from that paid by regular members.

C. Membership year. The Chapter membership year shall be concurrent with the Association membership year.

D. Dues.

1. Determining dues amounts. Dues amounts for the various categories of Chapter membership shall be proposed by the Chapter officers and ratified by a plurality of the written (including electronic) vote of the Chapter membership.

2. Payment of dues. Eligible individuals may enroll in the Southern California Regional Chapter at any time by using any one of the following options:

a. Making a "bundled membership" transaction using the member's online MemberClicks account (accessed through VRAWEB); registration and payment of Chapter dues can be made with the same transaction as registration and payment of Association annual membership dues. Registration and payment of Chapter dues can also be made as a separate MemberClicks transaction from registration and payment of Association membership dues.

b. Sending membership application and dues to the Chapter Secretary

c. Registering in person and paying dues directly to the Secretary at a Chapter meeting.

E. Special assessments and fees. The Chapter may propose the assessment of additional fees to recover the per capita cost of participation in a specific Chapter-sponsored event or project, subject to the approval of the membership. Participants will pay these fees directly to the Chapter Secretary.

F. Privileges.

1. Only Chapter members may vote in Chapter elections or hold elective Chapter office.
2. All members shall be entitled to receive minutes, announcements of meetings, and other notices of general interest to the membership.

Article IV. OFFICERS.

A. Chapter officers shall consist of two, those being Chairperson and Secretary.

B. Qualifications for office. Officers must be VRA and Chapter members in good standing.

C. Terms of office. The term of office shall be two years.

D. Duties of officers.

1. The Chapter Chairperson shall:

- a. Act as the representative of the Chapter in its official business.
- b. Conduct business and serve as program chair at Chapter meetings.
- c. Make arrangements with host site for meetings.
- d. Develop programs and agendas with other officers.
- e. Write and submit the Chapter's annual and midyear Executive Board.

reports to the VRA

2. The Chapter Secretary shall:

- a. Keep minutes of Chapter meetings and be responsible for Chapter correspondence.
- b. Produce and distribute notices of meetings and announcements.
- c. Maintain a Chapter mailing list.
- d. Conduct meetings in the absence of the Chairperson.
- e. Keep Chapter financial records and report to the Chapter on a regular basis.
- f. Collect and process Chapter dues paid in person or by mail, and shall receive and review periodic reports of Chapter dues paid to the Association through bundled membership transactions.
- g. Authorize payments from Chapter funds held in the Chapter Bursary.
- h. Receive and review periodic disbursement reports of

payments made from Chapter funds held in the
Chapter Bursary.

E. Replacement of officers.

1. Any Chapter officer unable to perform the duties of his/her office should submit a written resignation in the form of a letter or electronic communication to the Chapter Chair; or, if the Chair resigns, the written resignation is tendered to the Secretary. The designated recipient will inform the Chapter membership of the resignation and its effective date.

2. Should any Chapter office be vacated mid-term, the other officer(s) may recommend a qualified successor (with that individual's consent) from the membership to fill the remainder of the vacated term, to which action a majority of the membership must assent by a vote of affirmation (in person, written, or electronic).

Article V. ELECTIONS.

A. Officers shall be elected by a plurality of votes cast by the members (in person, written, or electronic).

B. Nominations. A nominating committee of at least two members shall be responsible for nominating a slate of officers and presenting them in written or electronic form to the Chapter. Potential candidates should be informed by the committee of all duties of the position they are being asked to fill.

C. Elections should be staggered to provide for continuity of leadership. The terms of office for Chairperson shall begin in odd-numbered years. The terms of office for Secretary shall begin in even-numbered years.

Article VI. MEETINGS.

A. Chapter meetings shall be called by the Chairperson.

B. There shall be a minimum of two Chapter meetings each year, one in the spring and one in the fall.

C. Members may invite guests to meetings and encourage them to become members. Members of associated professional organizations shall be encouraged to attend.

Article VII. AMENDMENTS.

A. Proposed amendments to the Bylaws may be submitted to the Chapter in writing or electronic communication by any voting member.

B. Approval by a two-thirds majority of voting members (in person, written, or electronic) shall be necessary to amend the Bylaws.

C. The Bylaws shall be submitted to the Visual Resources Association Executive Board for approval.

D. The Bylaws shall be reviewed at least once in every five years.

Article VIII. DISSOLUTION OF THE CHAPTER.

A. The Visual Resources Association shall authorize the dissolution of the Chapter upon the request of its members or when in the opinion of the Executive Board the Chapter's effectiveness and viability have ceased.

B. All just liabilities and obligations of the Chapter shall be paid, satisfied, and discharged, or adequate provision shall be made therefore.

C. All other assets shall be transferred or conveyed to the Visual Resources Association.

Article IX. IMPLEMENTATION.

A. These Bylaws shall become effective immediately upon approval by the Chapter membership and the Visual Resources Association Executive Board.

B. Officers elected under any previous Bylaws shall remain in office until the conclusion of their terms.

Ratified by the membership March 30, 1995.

Accepted by the VRA Executive Board February 21, 1996.

Revision ratified by the membership May 10, 1996.

Accepted by the VRA Executive Board May 31, 1996.

Revision ratified by the membership July 12, 2002.

Accepted with qualifications by the VRA Executive Board September 9, 2002.

Final revision version approved by VRA Executive Board July 7, 2003.

Revision ratified by the membership June 12, 2009.

| Accepted by VRA Board July, 2009.

VIII-L. Texas Chapter Bylaws

ARTICLE I: NAME

The name of the organization shall be the Visual Resources Association Texas Chapter, hereafter referred to as the Chapter.

ARTICLE II: PURPOSE

The purpose of the Chapter shall be the support and professional enrichment of the Chapter members. It will serve to encourage and support the Visual Resources Association.

ARTICLE III: MEMBERSHIP

A. Eligibility. Membership is open to all individual members of the Association in good standing.

B. Dues.

a. Dues shall be proposed by the members and ratified by member vote.

b. The Chapter shall have the right to propose additional fees for specific projects, subject to the approval of the membership.

C. Privileges.

a. Only Chapter members may vote and hold elective office.

b. All members shall be entitled to receive minutes, announcements of meetings, and other notices of general interest to the membership.

D. The Chapter will operate under the current edition of *Robert's Parliamentary Rules of Order*.

ARTICLE IV: OFFICERS

A. Chapter officers shall consist of a minimum of two, those being a Chairperson and a Secretary/Treasurer.

B. Qualifications for office. Office holders must be Chapter members in good standing.

C. Terms of office. The term for office for the Chairperson shall be two years. The Secretary/Treasurer shall serve a term of two years. The first slate of officers shall be at the discretion of the steering committee.

D. Duties of Officers.

1. Chairperson

a. The Chair shall be the representative of the Chapter on its official business, or shall designate a substitute.

b. The Chair shall serve as program chair at Chapter meetings.

c. The Chair shall make arrangements with the host of meetings.

d. The Chair shall develop programs and agendas with the other officer and members.

e. The Chair shall write and submit an annual report and a mid-year report to the Secretary of the Association.

f. The Chairperson-Elect/Past Chairperson shall assist the Chair in planning of meetings.

g. The Chairperson-Elect/Past Chairperson shall act for Chair in all matters when the Chairperson is unavailable.

2. Secretary/Treasurer

a. The Secretary/Treasurer shall keep minutes of the Chapter meetings.

b. The Secretary/Treasurer shall be responsible for Chapter correspondence.

c. The Secretary/Treasurer shall maintain the Chapter mailing list on a database.

d. The Secretary/Treasurer shall produce and distribute notices of meetings and announcements.

e. The Secretary/Treasurer shall establish financial accounts for the Chapter.

f. The Secretary/Treasurer shall keep financial records and report to the Chapter on a regular basis.

g. The Secretary/Treasurer shall collect and process Chapter dues.

ARTICLE V: ELECTIONS

A. Officers shall be elected by a plurality of votes cast by the members.

B. A nominating committee of at least two members will be responsible for nominating officers and presenting them in written form to the Chapter. Potential candidates shall be informed by the committee of all duties of the position that they are being asked to fill.

ARTICLE VI: MEETINGS

A. Chapter meetings shall be called by the Chairperson.

B. Members may invite guests to meetings and encourage them to become members.

C. The Chapter will have at least two meetings per calendar year.

ARTICLE VII: AMENDMENTS

A. Amendments to the Bylaws may be submitted to the Chapter in writing by voting members.

B. Approval of a two-thirds majority of voting members shall be necessary to amend the Bylaws.

C. The Bylaws shall be reviewed at least every five years.

Revised Bylaws approved by the VRA Executive Board August 17, 2007.

VIII-M. Upstate New York Chapter Bylaws

Article I. NAME. The name of this organization shall be the Visual Resources Association Upstate New York Regional Chapter, hereafter referred to as the Chapter.

Article II. PURPOSE. The purpose of the Chapter shall be to promote communication among, and to provide support and professional enrichment opportunities for, members of the Visual Resources Association residing or professionally active in Upstate New York, Northern Pennsylvania and western Massachusetts. The Chapter will also promote and support the Visual Resources Association as an international professional organization.

Article III. MEMBERSHIP.

A. Eligibility. Membership is open to all current members in good standing of the Visual Resources Association.

B. Membership Categories. Member

C. Membership year. The Chapter membership year shall be concurrent with the Association membership year.

D. Dues.

1. Determining dues amounts. Dues amounts for the various categories of Chapter membership shall be proposed by the Chapter officers and ratified by a plurality of the written (including electronic) vote of the Chapter membership.

2. Payment of dues. Eligible individuals may enroll in the Upstate New York Chapter at any time by using any one of the following options:

- a. Making a “bundled membership” transaction using the member’s online MemberClicks account (accessed through VRAWEB); registration and payment of Chapter dues can be made with the same transaction as registration and payment of Association annual membership dues. Registration and payment of Chapter dues can also be made as a separate MemberClicks transaction from registration and payment of Association membership dues.
- b. Sending membership application and dues to the Chapter Secretary/Treasurer.
- c. Registering in person and paying dues directly to the Secretary/Treasurer at a Chapter meeting.

E. Special assessments and fees. The Chapter may propose the assessment of additional fees to recover the per capita cost of participation in a specific Chapter-sponsored event or project, subject to the approval of the membership. Participants will pay these fees directly to the Chapter Secretary/Treasurer.

F. Privileges.

1. Only Chapter members may vote in Chapter elections or hold elective Chapter office.
2. All members shall be entitled to receive minutes, announcements of meetings, and other notices of general interest to the membership.

Article IV. OFFICERS.

A. Chapter officers shall consist of three, those being a Chairperson, Chairperson Elect/Vice Chair, Secretary/ Treasurer.

B. Qualifications for office. Officers must be VRA and Chapter members in good standing.

C. Terms of office. The terms for office shall be two calendar years, staggered, with the Chair and Secretary/Treasurer elected the first year, and the Chairperson/Vice Chair elected the second year. The term of office shall be two calendar years.

D. Duties of officers.

1. The Chapter Chairperson shall:
 - a. act as the representative of the Chapter in its official business.
 - b. Conduct business and serve as program chair at Chapter meetings.
 - c. Make arrangements with host site for meetings.
 - d. Develop programs and agendas with other officers.
 - e. Write and submit the Chapter’s annual report to the VRA Executive Board.
2. The Chapter Secretary/Treasurer shall:
 - a. Keep minutes of Chapter meetings and be responsible

for Chapter correspondence.

- b. Produce and distribute notices of meetings and announcements.
- c. Keep Chapter financial records and report to the Chapter on a regular basis.
- d. Collect and process Chapter dues paid in person or by mail, and shall receive and review periodic reports of Chapter dues paid to the Association through bundled membership transactions.
- e. Authorize payments from Chapter funds held in the Chapter Bursary.
- f. Receive and review periodic disbursement reports of payments made from Chapter funds held in the Chapter Bursary.
- g. Conduct meetings in the absence of the Chairperson.

E. Replacement of officers.

1. Any Chapter officer unable to perform the duties of his/her office should submit a written resignation in the form of a letter or electronic communication to the Chapter Chair; or, if the Chair resigns, the written resignation is tendered to the Secretary (or Secretary/ Treasurer). The designated recipient will inform the Chapter membership of the resignation and its effective date.
2. If an officer is unable or unwilling to continue serving, a special election to fill the vacant position and complete the term of office will be held at the next meeting.

Article V. ELECTIONS.

- A. Officers shall be elected by a plurality of votes cast by the members electronically.
- B. Nominations. Officers may be elected from nominations received from members participating in a designated Chapter meeting.
- C. Elections should be staggered to provide for continuity of leadership; officers should alternate their two-year terms.

Article VI. MEETINGS.

- A. Chapter meetings shall be called by the Chairperson.
- B. The Chapter must hold a minimum of one general meeting per year, and is strongly encouraged to hold at least two meetings. A Chapter meeting may be held as part of the annual VRA conference. A Chapter may provide for various forms of remote participation for members who are unable to be physically present at a meeting.

C. The Chapter may adopt its own Guest Policy, allowing non-members to attend meetings and participate in other Chapter events as a way of introducing them to the organization and encouraging them to become members; however, such Guests may not vote on Chapter business or hold office.

Article VII. AMENDMENTS.

A. Proposed amendments to the Bylaws may be submitted to the Chapter in writing or electronic communication by any voting member.

B. Approval by a two-thirds majority of voting members (in person, written, or electronic) shall be necessary to amend the Bylaws.

C. The Bylaws shall be submitted to the Visual Resources Association Executive Board for approval.

D. The Bylaws shall be reviewed at least once in every five years.

Article VIII. DISSOLUTION OF THE CHAPTER.

A. The Visual Resources Association shall authorize the dissolution of the Chapter upon the request of its members or when in the opinion of the Executive Board the Chapter's effectiveness and viability have ceased.

B. All just liabilities and obligations of the Chapter shall be paid, satisfied, and discharged, or adequate provision shall be made therefore.

C. All other assets shall be transferred or conveyed to the Visual Resources Association.

Article IX. IMPLEMENTATION.

A. These Bylaws shall become effective immediately upon approval by the Chapter membership and the Visual Resources Association Executive Board.

B. Officers elected under any previous Bylaws shall remain in office until the conclusion of their terms.

Accepted by VRA Board July, 2009.

IX. Affiliations and Relationships

The Visual Resources Association has formalized affiliations with the Art Libraries Society of North America (ARLIS/NA) and with the College Art Association (CAA). VRA has informal relationships or cooperative agreements with a number of other organizations.

IX-A. Agreement with CAA

Each CAA affiliated society may sponsor a "between-times session" during the CAA annual conference which is free and open to the public. Moderators and speakers do not have to be CAA members. The sessions are normally 1-1/2 hours in length and are scheduled between or after the formal CAA program sessions. The VRA President should contact the CAA Conference Coordinator to notify CAA that VRA wishes to sponsor a "between-times session" during a CAA conference.

It had been the practice for many years that VRA Conference badges will admit VRA members to the CAA Exhibits Hall. This practice was discontinued in 2001, as CAA worked to make its affiliated society agreements more uniform. In 2001, a \$10.00 charge enabled VRA members to enter the CAA Exhibits Hall for 3 days. Other arrangements for admission to specific sessions may be worked out between the VRA President and the CAA Conference Coordinator. See web site at: <http://www.collegeart.org/>.

IX-B. Agreement with ARLIS/NA

ARLIS members may register for VRA conferences at the VRA member rate. Likewise, VRA members may register for ARLIS conferences at the ARLIS member rate. Information about either organization may be placed at the other conference. See web site at: <http://www.arlisna.org/>.

IX-B.1. Joint Conference Agreement between ARLIS/NA and VRA

2011 JOINT CONFERENCE AGREEMENT

Between

ART LIBRARIES SOCIETY OF NORTH AMERICA,
incorporated under the laws of the District of Columbia, United States ("ARLIS/NA")

and

VISUAL RESOURCES ASSOCIATION,
incorporated in the State of Missouri, United States ("VRA")

The parties agree as follows:

Management

1. ARLIS/NA and VRA will conduct a joint conference on March 23-29, 2011, in Minneapolis, Minnesota
2. The conference hotel shall be the Hilton Minneapolis.
3. Any event management assistance provided by Technical Enterprises Inc., ("TEI") under agreement with ARLIS/NA dated March 15, 2009, will be at no cost to VRA. Any event management assistance provided by VRA's event management staff will be at no cost to ARLIS/NA.

Finances

1. ARLIS/NA will provide 70% and VRA 30% of the hotel deposit and any funds needed in advance of conference income. All income from conference registrations, tours, workshops, exhibitor fees, sponsorship of events, fund-raising events, corporate donations or other monies received shall be placed in a safe, non-speculative bank account by TEI upon receipt.
2. All expenses related to the conference shall be paid from the income monies, with the exception of conference management fees paid to third-party contractors as agreed to by ARLIS and/or VRA independent of this agreement.
3. All expenses and revenue will be split between the two organizations using a ratio of 70% ARLIS/NA and 30% VRA.
4. Any losses will be split between the two organizations using a ratio of 70% ARLIS/NA and 30% VRA.

Hotel

1. TEI shall be the main contact with the conference hotel with VRA management assistance.
 2. The contract dated April 11, 2007 (and any subsequent amendments) between the Hilton Minneapolis and the Art Libraries Society of North America/Visual Resources Association shall govern all transactions with the hotel.
 3. All hotel concessions (suite upgrades, complimentary rooms, etc.) earned will be allocated by mutual agreement of the Presidents of both ARLIS/NA and VRA in consultation with the conference committee co-chairs.

Cancellation

1. If either ARLIS/NA or VRA cancels their organization's participation in the conference, the canceling party must pay the remaining party any loss incurred by the remaining party.

2. If the entire conference is cancelled for any unforeseen happening and expenses are incurred, ARLIS/NA and VRA will share the outstanding financial commitments to the joint conference 70% (ARLIS/NA) / 30% (VRA).

When signed by representatives of both parties, this Agreement will be bonding between the Art Libraries Society of North America and the Visual Resources Association.

By: Art Libraries Society of North America

By: Visual Resources Association

IX-C. Relationships with Other Organizations

NINCH (National Initiative for Networked Cultural Heritage)

(The information below is for historical background. NINCH was dissolved in 2003.) In 1996, VRA President Joe Romano responded to invitations from the National Initiative for Networked Cultural Heritage (NINCH) for VRA to contribute to and support the initiatives of this group on issues in which VRA has interest, especially in the areas of dissemination of cultural heritage information through technology, shared resources, and copyright issues. The VRA Executive Board approved modest contributions from VRA to support the work of NINCH. Dues for NINCH participation were \$1000. Kathe Albrecht represented VRA on the NINCH Board and as a member of several NINCH committees for the duration of the coalition. Until 2001, Katy Poole, MIT, was the VRA representative to NINCH's "Building Blocks" project; Virginia Kerr took that role in 2002. Christine Sundt, University of Oregon, sat on the Board of Directors.

DFC (Digital Future Coalition)

This organization brought together many constituents interested in keeping abreast of legislation on issues of copyright, digital database regulation, and other important visual resources issues. Kathe Hicks Albrecht attended DFC meetings in Washington, DC, and monitored the work of that organization. VRA paid annual dues of \$300 to the DFC for several years in the late 1990s and early 2000s. Currently, DFC occasionally distributes information to its list of affiliated organizations, although it no longer collects dues. See web site at: <http://www.dfc.org/>.

CNI (Coalition for Networked Information)

Although not formally affiliated with the Coalition for Networked Information (CNI), VRA has, since 1994, been invited to participate in CNI conferences. The CNI institutional membership fee has been waived for VRA (\$4,000 annually) to encourage VRA's input and participation. See web site at: <http://www.cni.org/>.

MCN (Museum Computer Network)

In 2003, VRA President Elisa Lanzi and MCN President Len Steinbach established an informal agreement for annual conference cross-programming. Since that time VRA has sponsored sessions and workshops at the MCN annual conference every year. VRA members active in both organizations submit proposals and the VRA Education Committee informs the board of such proposals. See web site at: <http://www.mcn.edu/>.

PLUS (Picture Licensing Universal System)

The PLUS Coalition is an international non-profit initiative on a mission to *simplify and facilitate the communication and management of image rights*. Organized by respected associations, leading companies, standards bodies, scholars and industry experts, the PLUS Coalition exists for the benefit of all communities involved in creating, distributing, using and preserving images.

The Coalition is governed by a Board of Directors, with one seat for each of the participating industry sectors. These seats are not held by commercial entities but are held by trade organization representatives from the various sectors. In 2007 the VRA was invited to appoint a PLUS Board member to represent the interests of Educational Institutions. Dustin Wees, Director of Metadata and Cataloging, ARTstor, is the first VRA appointee to the PLUS Board. The VRA is a member of the PLUS coalition. See web site at: <http://www.useplus.org/>.

Southeastern College Art Conference (SECAC)

An informal relationship of many years was formalized in December, 2009 by SECAC's approval of VRA's petition for recognition as an affiliated organization. SECAC may request that VRA appoint an official liaison. On an informal basis, SECAC members were invited to participate in the 2010 VRA Conference held in Atlanta at the member's registration rate.

VRA Grants

The following groups have supported VRA through grants:

- Getty (J. Paul Getty Trust): Cataloging Cultural Objects (CCO) Project
- Mellon Foundation: The Andrew W. Mellon Foundation has supported VRA through a grant administered by Rice University on behalf of VRA.

X. Publications

X-A. Special Bulletins Publications Procedures

[Note: This section is based on the operation of the Special Bulletin Series Publications through 2007. In 2007, the Board approved the publication of Special Bulletins in electronic format. As Wendy Holden has resigned her duties as Special Bulletin Editor effective July 1, 2008, the current Board is looking at the future direction of this program. The information below is therefore likely to be out-dated.]

The VRA Publications Program Group (PPG) works closely with the VRA Special Bulletin Editor to publish and distribute special bulletins and guides which provide information deemed appropriate for publication by the organization. The PPG and the Special Bulletin Editor make recommendations to the Executive Board which must approve all publications and the VRA Special Bulletin Editor arranges for the printing and distribution of approved publications. The VRA Treasurer notifies the VRA Special Bulletin Editor when distribution of publications is needed following payment to the Treasurer from individuals and/or institutions requesting purchase.

Each author who desires that VRA publish his/her manuscript should submit a Publications Proposal Form to the Special Bulletin Editor. (See Section X-B Transfer of Copyright and Author's Contract.) The Editor and the PPG will make recommendations to the VRA Executive Board, which makes the final approval to publish based on the submitted form and the recommendations of the PPG. The VRA Special Bulletin Editor should send a form letter to each author stating that the copyright for the publication is retained by the Visual Resources Association and that any monies collected which exceed the cost of publication are placed in the VRA budget. (See Section X-B below.) Permission to reprint the publication or any part thereof, by other organizations and/or individuals, should be requested from the VRA Special Bulletin Editor.

The sales price for each publication is set by the VRA Executive Board and is based upon estimates of publication costs and postage costs for shipping. Any monies collected that exceed these costs are retained in the VRA budget and may be utilized as the VRA Executive Board sees fit to further the mission of the organization.

Discounted Author Purchasing Policy: Each author may request no more than 10 copies of his/her publication at a discounted sales price of 50% of the stated sales price.

Upon completion of the manuscript, the author should submit the manuscript to the PPG for final approval. Following the committee's review, the camera-ready manuscript should be sent to the VRA Special Bulletin Editor, who arranges for printing and distribution of the special bulletins and guides. The VRA Special Bulletin Editor should notify the President and Executive Board of the estimated printing and distribution costs for each special bulletin and/or guide. The Executive Board will then determine the sales price of the publication in order to recoup these costs. The VRA Special Bulletin Editor should notify the President and/or the Executive Board of any printing and distribution problems.

Format: Unless special circumstances apply which must be approved by the Executive Board, each special bulletin and guide published by the VRA will follow a standardized format with a size of 8-1/2"x11" with plastic binding. The covers and title pages will follow a standard format, which lists the VRA as the publishing organization and includes a notification of VRA copyright. The covers may be

colored card stock (without special finishes) with black ink and generally the publications will not include color printing. Any request for deviation from the standard format must be submitted in writing with the Proposal Form.

The VRA Transfer of Copyright and Author's Contract and Authors Guidelines is printed below.

X-B. Transfer of Copyright and Author's Contract

The Visual Resources Association Executive Board and the Publications Program Group have agreed to accept your manuscript for publication as part of its Special Bulletin series. By signing this contract, you convey to the Visual Resources Association (VRA) all right, title, and interest, including, without limitation, the copyright, in the publication or article entitled:

By signing this contract, you agree to abide by the terms of the Special Bulletin Series Guidelines for Authors and Editors and warrant that you are the sole owner(s) or author(s) of the aforementioned (article); that the (article) is original and not previously published or under consideration for publication by another publisher; that no part of the (article) is in the public domain; that it contains no libelous or scandalous material; that it does not violate or infringe on any personal or property rights of others, whether common law or statutory; and that you have complete and full authority to enter into this contractual agreement.

Furthermore, you acknowledge that the (article) contains no copyrighted or unpublished material that is owned by others for which you have not secured written permission of the copyright holder. If copyright permission must be secured, it is your responsibility to obtain that permission in writing and convey it to the Chair of the Publications Advisory Committee.

You agree to defend, indemnify and hold harmless the Visual Resources Association against all claims and expenses that it may sustain by reason of any libelous or scandalous material contained in the (Article) or any infringement or violation by the (Article) of any copyright or property right.

Authors shall retain license to republish or distribute the (article) listed above provided that the original publication by the Visual Resources Association is cited and that the (article) is not republished in an identical format.

Your signature will indicate your agreement with the aforementioned terms and conditions.

Owners (s)/Authors(s) Signature Date

X-C. Special Bulletin Series Author's Guidelines

Purpose and Description of the VRA Special Bulletin Series

The purpose of the Visual Resources Association Special Bulletin Series is to generate publications for use in the field of visual resources curatorship. The subject of a special bulletin can take the form of a bibliography, concordance, results of a survey, guide, a compilation of articles from the quarterly

bulletin, or be based on papers delivered at the annual conference. The material should not be time-sensitive, but be able to serve as reference material. The special bulletin should focus on topics of interest to visual resources professionals, special librarians or curators, and art historians. The special bulletin should not include information that would be more suited to an article in the quarterly bulletin.

Style and Format

VRA publications follow the style and format in the Chicago Manual of Style. A style sheet is available from the Public Relations and Communications Officer (PPG Chair) to assist the author/editor in maintaining consistency throughout the publication. The completed manuscript should be checked for correct punctuation and grammar by the author/editor.

Procedures for Submitting a Proposal

Authors/editors are required to submit a proposal to the Chair of the VRA PPG to verify that the publication meets the criteria of the special bulletin series. The Chair will distribute copies of the proposal to the committee. A Special Bulletin should normally be, but is not limited to, 25-200 pages. A submission package should be sent to the PPG Chair and must contain the following:

A proposal should include the following:

- A description of the publication, including the purpose and value to the VRA membership, the targeted audience for the publication and other similar or related publications, if any exist (if available, sample chapters should be included).
- A cover sheet with the author's/editor's name, proposed title of the publication, institutional mailing address, e-mail address, telephone and fax numbers, and a list of contributors to the publication.
- A proposed publication schedule and budget. The proposed budget must include any expenses for which the author/editor will need to be reimbursed and which are not provided by the author's/editor's home institution.
- The required number of copies of the proposal and cover sheet in high-quality printout (consult the PPG Chair for the number of copies to submit).

The PPG will review the proposal, and a recommendation to accept or decline the proposal will be forwarded to the VRA Executive Board. Once a recommendation has been obtained from the Board the Chair of the PPG will convey its decision to the author/editor.

Procedures for Submitting a Manuscript

Copies of the manuscript should be sent to the PPG Chair (consult the PPG Chair for the number of copies to submit). If a proposal has not been submitted, the author/editor should submit the information requested in III. The PPG will review the content of the manuscript and submit an evaluation of the manuscript to the VRA Executive Board with a recommendation to accept or decline the manuscript. The PPG may recommend that the manuscript be accepted with revisions. A list of the suggested revisions will be conveyed to the author/editor. The author/editor may address the revisions and the publication process may proceed. The author/editor may decline to make the revisions and

withdraw the publication. If the publication is withdrawn, the author/editor must convey this in writing to the Chair of the PPG. The Chair will inform the Executive Board of the withdrawal of the manuscript. The PPG Chair will send a letter to the author/editor acknowledging the withdrawal.

Responsibilities of the Author/Editor

The author/editor is responsible for all costs related to the preparation of the manuscript; provided, however, that if the author/editor has submitted a budget, the VRA will provide financial support in the amount approved by the Executive Board. The author/editor is expected to adhere to the publishing schedule established. If adjustments need to be made to the schedule, the author/editor should inform the PPG Chair. The author/editor may be required by the VRA to make revisions to the manuscript. It is expected that the revisions will be addressed in a timely fashion by the author/editor. The author/editor is responsible for submitting the final copy of the manuscript in camera-ready copy, in both hard copy and in digital form. If copyright permission must be secured, it is the responsibility of the author/editor to obtain permission in writing and convey it to the PPG Chair. The permission must be in writing from the copyright holder and its scope and form must be satisfactory to the VRA Executive Board. The author/editor must sign a Transfer of Copyright and Author's Contract. The PPG Chair will send the author/editor the form and the author/editor must sign and return the form before the manuscript will be published.

Responsibilities of the Publisher (VRA)

The VRA will generate the cover and title page for the Special Bulletin. The VRA assumes the costs of printing, advertising, and distribution of the publication. The VRA agrees to provide the author/editor with two (2) copies of the publication and to provide ten (10) additional copies to the author/editor at a reduced cost of 50% of list price, plus postage. The VRA will retain all proceeds from the sales of the special bulletins. The VRA will retain the copyright to the publication in accordance with the Transfer of Copyright and Author's Contract.

XI. VRA Archives

[Note: As the VRA Archives Task Force has presented the Board with its final report, the information in this section should be updated based on recommendations which the Board decides to implement.]

The VRA Archives includes the items listed on the following pages. The VRA Archives have been housed since 2006 in a temperature-controlled storage facility in Winston-Salem, North Carolina, under the supervision of Martine Sherrill, VRA Archivist.

| GENERAL FILES | |
|---|-----------|
| Constitution, Bylaws, Amendments (all revisions) | Permanent |
| Meeting Minutes | Permanent |
| Association History, establishment & early growth | Permanent |
| Membership Lists, Directories | Permanent |
| Memorials & Awards | Permanent |

| | |
|---|---------------------|
| Obituaries of officers, directors, etc. | Permanent |
| Publicity - clippings, articles about assoc. or its membership | Permanent |
| Legal Documents | Permanent |
| Workshops | Permanent |
| | |
| OFFICERS' FILES | |
| Roster of Officers and Committee Members | Permanent |
| Executive Board Meeting Minutes, Reports, Correspondence | Permanent |
| President | |
| Annual Report (if one exists) | Permanent |
| Correspondence | Permanent** |
| Reports from Committees | Permanent |
| Vice President | |
| Annual Report (if one exists) | Permanent |
| Treasurer | |
| Annual Report | Permanent |
| General Ledger | Permanent |
| Bank Statements, Checks, Passbooks, other Acct. Records | 7 years and current |
| Other Officers | |
| Reports | Permanent |
| Correspondence | Permanent** |
| Committees | |
| Reports | Permanent |
| Correspondence | Permanent** |
| | |
| PUBLICATION FILES | |
| VRA Bulletin and all superseding publications | Permanent |
| Slide Buyer's Guide | Permanent |
| All Special Bulletins | Permanent |
| MACAA, CAA, CAA/VRA publications | Permanent |
| | |
| CONFERENCE FILES | |
| Workshops, association-wide meetings | Permanent |
| (Save programs, speeches, schedules, etc. not travel plans, reservations) | |
| | |
| PROFESSIONAL STANDARDS/STATUS FILES | |
| Surveys, published findings, recommendations, etc. | Permanent |
| | |
| SPECIAL PROJECTS FILES | |
| Keep all | Permanent** |
| | |
| NANCY DELAURIER FILES | |
| Reports | Permanent |
| Correspondence | Permanent** |

| | |
|--|-----------|
| | |
| PHOTOGRAPHS FILES | |
| All association related photographs, also would include AV materials | Permanent |
| | |
| MEMORABILIA/REALIA FILES | |
| T-shirts, posters, fliers, etc. | Permanent |
| | |
| REGIONAL CHAPTERS | |
| Newsletters | Permanent |
| Meeting announcements | Permanent |
| Reports | Permanent |

** Permanent unless mundane, routine, i.e. requests, thank you notes, etc.

In 2000, the Archivist's guidelines were revised to include the following:

ARCHIVING POLICY STATEMENT

What follows is an outline of the documents that accumulate in the course of regular Association business. The determination of what is saved, and what is discarded, should be affected in consultation with the Association's Archivist. For the foreseeable future, materials to be archived should be hard copy, in the case of routine correspondence, contracts, and publications; and appropriately formatted disks or CDs, in the case of electronic media. It should become the ongoing duty of the Archivist to migrate electronic data as necessary.

The records particular to each Board office, including the Officers Handbook and copies of routine correspondence, should be passed from Officer to Officer as terms end, the Past President transferring records to the President-elect. The records particular to each Committee Chair or Regional Chapter Chair should be similarly transferred.

- I. Occasionally. These items should be sent to the Archivist as they are published or change.
 - A. Special bulletins
 - B. Association brochures
 - C. Special "inserts" (such as the "Criteria," "Guidelines," and so on)
 - D. Official correspondence, that is, any letters beyond what is routine business (letters to the heads of other organizations would fall into this category)
 - E. Letterhead
 - F. Certificate templates
 - G. General Officers Handbook
 - H. Bylaws
 - I. Committee charges
 - J. Any and all contracts signed on behalf of the Association
 - K. Copyright transfers and waivers

- II. Annually. These items should be sent to the Archivist once a year, as they are published or available.
 - A. Conference materials

1. Hotel contract
 2. Conference program
 3. Conference particulars, such as badges, lists of NTR participants, lists of conference attendees, etc.
 4. Download of the conference web site
 5. Official photographs (which should be properly labeled)
- B. Directory of Members
1. List of Committee Chairs and Committee members
 2. List of Regional Chapter officers
 3. List of Honorary Life Members
 4. List of award recipients (Distinguished Service, Nancy DeLaurier, Tansey, etc)
 5. List of Executive Board members
- C. Financial records
1. Fiscal year budget
 2. Conference budget
 3. Tax records
 4. Non-profit organization statement
 5. Donor lists and contact information
- III. Semi-annually. These items should be sent to the Archivist twice a year, after the Board's meetings.
- A. Committee reports
 - B. Regional Chapter reports
 - C. Officers reports
 - D. Reports of the Archivist, Web Master, LISTSERV Moderator, and other Board appointees
 - E. Minutes of the Board's meetings
 - F. Download of the VRA web site
- IV. Quarterly
- A. *VRA Bulletin*
 - B. Download of the electronic newsletter editions

XII. Appendices

XII-A. Articles of Incorporation

[Note: Copies of the VRA Articles of Incorporation are held in the VRA Archives and by the current VRA President and VRA Secretary. They are not included here because they are not in electronic format. The Incorporation Fee is paid each year in the state of Missouri. Deborah Tinsley is currently the VRA member living in Missouri who is designated to pay the fee on behalf of VRA. See Treasurer's section (II-G.) for further explanation.

XII-B. Sample Membership Services Coordinator Contract

Visual Resources Association

www.vraweb.org

MEMBERSHIP SERVICES COORDINATION

Agreement between

The Visual Resources Association

And

[Name], Consultant

July 1, *[Year]*

This agreement sets forth terms and conditions under which the Visual Resources Association (VRA) with its principal place of business represented by *[Name]*, VRA Secretary, care of *[Mailing address]* will contract with *[Name]* (consultant), with her/his principal place of business located at *[Mailing address]* for Membership Services Coordination. This agreement is made and entered into as of this 1st day of July, 20__ (the "Effective Date"), and ends on the 30th day of June 201_ (the "End Date") between VRA and *[Name]* (consultant).

1) The VRA wishes to hire the Consultant to provide services to the VRA and the Consultant wishes to render such services to the VRA.

2) Services to be provided by Consultant ("Scope of Work") to the VRA:

Scope of Work

The Membership Services Coordinator (MSC) is responsible for the maintenance of the membership database; communication (verbal and written, in all formats) with current and future members concerning available services and any attendant problems; production of financial statements and reports as required by the Association's Executive Board; production of mailing labels as requested; processing of orders for the VRA *Bulletin*; entering all orders and transactions related to products and services of the Visual Resources Association into QuickBooks.

The Membership Services Coordinator will report to the VRA President. The MSC also may consult with the Treasurer on financial matters. In the event that the President is not available, the Coordinator reports to the VRA President-Elect. Other duties may be outlined by the VRA President and mutually agreed upon by VRA and the consultant. Specific activities and tasks are outlined in Scope of Work.

Program Maintenance

- Coordinate with MemberClicks regarding membership services.
 - Oversee membership database.

- Process membership applications and set up new members in MemberClicks.
- In select cases (e.g. subscription service memberships), process applications, prepare and mail out receipts for payments and invoices for missing payments.
- As LISTSERV Manager: Update LISTSERV with any new members or VRA-L subscriptions, changes to email addresses, and deletions of non-members; respond to inquiries about LISTSERV subscription.
- Send welcome letters to new members.
- Respond to inquiries about membership services from any source.
- Prepare and mail out membership renewal notices.
- Send periodic reminders to renew membership.

Membership development

- Respond to inquiries from prospective members.
- Send membership information to prospective members via e-mail and mail

Administrative duties

- Create QuickBooks entries for payments received from members.
- Create QuickBooks entries for online conference registration payments, communicating with Treasurer about any cases which need special attention
- Generate summary reports of membership transactions using online QuickBooks and email to VRA Treasurer, according to a schedule agreed upon with the Treasurer.
- Generate and send out mailing labels as requested by approved vendors; prepare invoices and receipts for payments.
- Prepare quarterly reports for the Executive Board.
- Assist with the Board elections process as needed.

Services to the VRA Chapters

- Bundled Membership Transactions and Services
 - Maintain roster of each Chapter's members who have made Bundled Membership payments on their MemberClicks accounts, including members' names, membership categories, dues amounts paid, and dates.
 - Convey quarterly reports containing the above information to designated Chapter officers (unless otherwise specified, this shall be to each participating Chapter's Secretary or Secretary/Treasurer).

Provide each Chapter with a quarterly cumulative membership report listing all current Chapter members, including those who have joined or renewed and paid dues in the preceding quarter (*n.b. these quarterly reports should be sent to the Chapters on the following schedule: mid-January, mid-April, mid-July, mid-October.*)

- Prepare at request of a Chapter Chair a list of Association members who reside or are employed in the geographic area served by that Chapter, but who are not currently Chapter members, for Chapter membership recruitment purposes. Such lists will be

prepared only on direct request, and each Chapter may make only one such request per year.

➤ Chapter Bursary Transactions and Services

Convey quarterly financial reports on each participating Chapter's Bursary account to designated Chapter officers (unless otherwise specified, this shall be to the Chapter's Treasurer or Secretary/Treasurer), including both deposits (primarily Bundled Membership payments) and any disbursements authorized by the Chapter against its account (*n.b. these quarterly reports should be sent to the Chapters on the following schedule: mid-January, mid-April, mid-July, mid-October.*)

- Convey copies of these quarterly statements to the VRA Treasurer.
- Receive requests for disbursements against a participating Chapter's Bursary account from designated Chapter officer (unless otherwise specified, this shall be the Chapter's Treasurer or Secretary/Treasurer), and issue checks as appropriate from the VRA account.
- For those Chapters which have opted to participate in the Bundled membership program but not the Chapter Bursary, the MSC will make quarterly disbursement of Chapter membership dues paid through MemberClicks transactions in form of a check sent to the Chapter Treasurer or Secretary/Treasurer.

VRA Bulletin

- Receive and process back orders of the *VRA Bulletin*.
- Inform *VRA Bulletin* Editor of claims for missing *Bulletins*; verify payment status for claims received by *Bulletin* Editor.
- Communicate with Subscription Services regarding status of *Bulletin* claims and to obtain missing information for memberships submitted through Subscription Services.

Conference Preparation

- Work with VRA Secretary to prepare registration materials (name badges; special event, tour, and workshop registration lists to be distributed to the conference team); assist with coordination of conference packets
- Assist the Secretary with coordination of registrations, and posting conference statistics.
- Attend VRA Annual conference to co-manage the registration desk with the VRA Secretary, including staffing the desk for designated time blocks with heavy activity.

Management Services

- Assist with creation of MemberClicks forms as needed (conference vendor/exhibitor registration, attendee registration, conference volunteer forms, and conference audio-visual request forms, for example).
- Assist with solving problems with the use of MemberClicks.
- Remain current with MemberClicks features, upgrades and new releases, and advise Board on how these can be used to enhance or streamline VRA business practices.

3.) Obligations

The Consultant shall carry out the "Scope of Work" with due diligence, care and efficiency. The Consultant shall hold in strict confidence all information obtained in connection with this Agreement unless the VRA allows otherwise.

The VRA shall provide the Consultant with all materials and information needed for her to perform the work outlined in "Scope of Work", including:

- Current membership applications, receipts, invoices, and "welcome" letters, both electronic copies and paper.
- printable PDF files of current Association stationery (letterhead, second sheets, envelopes of various sizes), which can be edited to include Membership Services information.
- Current Membership Brochures.
- Mailing labels.
- List of available *Bulletin* issues.
- Originals or editable text of all enclosures.

The Consultant will have joint signatory authority over the VRA checking account, along with the VRA Treasurer. Either individual may issue checks drawn on the VRA account.

The VRA understands and agrees that the services rendered to the VRA by the Consultant are specific only to VRA's circumstances and are not transferable to other organizations.

4) Terms

The parties agree that the work defined under "Scope of Work" will take no more than 600 hours per year of the Consultant's time. The Membership Services Coordinator agrees to keep a detailed time log of hours worked. This will be used to assess how well the scope of work fits within the 600 hours of work compensated annually. If, at the end of the agreement year, the Consultant demonstrates that more than the 600 allocated hours were needed to complete the work, she will be additionally compensated for the extra hours at the rate of \$21.00 per hour, in the form of a "catch-up" payment. The consultant will use her home office as the location of the VRA Membership Services.

Credit card payments will be received online. The mailing address for check payments only is the VRA's bank lockbox address. An e-mail account is provided by VRA (join@vraweb.org). The parties agree that VRA will allow its representative, [*President*] and other members of the VRA Executive Board to be available to the Consultant for the duration of this Agreement to assist the Consultant in meeting [*her/his*] obligations under the terms of this agreement. These terms can be altered if agreed to in writing by both parties.

5) Payment and Schedule

5 to 10 hours per week year-round, increasing to 18 hours per week during peak activities (e.g., membership renewals). Maximum number of hours per year is 600 hours. VRA shall compensate

the Consultant at the flat annual fee of \$12,600 for the scope of work, plus expenses as outlined below:

- office supplies
- long-distance telephone calls associated with VRA business.
- postage
- printing/ mailing services, as needed.

The MSC shall submit a budget for these items before the beginning of each fiscal year. Budget requests will be sent out by the Treasurer.

The following expenses are not covered by VRA: office space and equipment; computer hardware purchase or repair costs; internet access service costs; telephone purchase or repair costs.

The Consultant will be provided with a framework for expenses. Any expense over \$500 must first be submitted for approval by the President. All expenses, with original receipts, may be submitted to the Treasurer monthly for reimbursement, and must be submitted no less frequently than quarterly.

Payment shall be made by the VRA within thirty calendar days of receipt of the Consultant's invoice for expenses.

Payment for services rendered shall be paid on a monthly basis as follows:

- Payment 1 on July 31, *[Year]*
- Payment 2 on August 31, *[Year]*
- Payment 3 on September 30, *[Year]*
- Payment 4 on October 31, *[Year]*
- Payment 5 on November 30, *[Year]*
- Payment 6 on December 30, *[Year]*
- Payment 7 on January 30, *[Following year]*
- Payment 8 on February 28, *[Following year]*
- Payment 9 on March 30, *[Following year]*
- Payment 10 on April 30, *[Following year]*
- Payment 11 on May 31, *[Following year]*
- Payment 12 on June 30, *[Following year]*

The Association will provide reimbursement for round-trip transportation to the annual conference site, and will provide reimbursement for shared accommodations in the conference hotel on the days during which four (4) or more hours of work are scheduled. The hours actually spent performing registration duties will be included in the yearly total of hours worked. The Membership Services Coordinator will also receive a 50% reduction on the conference registration fee.

6) Agreement Renewal

While this agreement will be reviewed and renewed on an annual basis, it is the intent of the VRA that the position shall be held by the consultant for consecutive years, as long as the specified duties

continue to be satisfactorily executed by the consultant and the consultant desires to continue to provide the agreed-upon services.

7) Termination

This Agreement may be terminated by mutual written agreement at any time during the term of the Agreement. It may also be terminated at any time for cause. "Cause" in this agreement means:

(i) an intentional act of fraud, embezzlement, theft or any other material violation of law that occurs during or in the course of this contract;

(ii) intentional damage to association's assets;

(iii) breach of your obligations under this agreement.

8) Alterations to this Agreement

All terms outlined in this Agreement can be altered if agreed to in writing by both parties.

9) Notice

Any notice required by this Agreement shall be deemed properly given if sent by United States postal mail as follows:

If to the VRA:

[Name]

President, Visual Resources Association

If to the Consultant:

[Name]

[MSC mailing address]

10) Both parties agree to exercise good faith in fulfilling their obligations and expectations for this Agreement.

XII-C. Visual Resources Journal/Gordon and Breach

Historical background of VRA sponsorship

A contract for production of *Visual Resources: An International Journal of Documentation* was signed by the editors, Helene Roberts and Christine Sundt, and 1995 VRA President, Sandra C. Walker (for the Association) in August, 1995. (The 1995 contract is the second contract; the first was signed by Roberts and Sundt in 1985.

However, by unanimous vote of the VRA Executive Board at its mid-year meeting in June, 1996, the VRA sponsorship of the *Visual Resources Journal* ceased. A letter was written by VRA President Joseph

Romano and approved by the VRA Executive Board outlining the reasons for cessation of VRA sponsorship of this journal. The letter was then sent to *Visual Resources Journal* Editor Helene Roberts and to Gordon & Breach. The letter stipulated that any unspent royalty funds which had accrued since the 1995 contract became effective be sent to Helene Roberts, *Visual Resources Journal* editor. The 1995 contract in fact is a contract between Gordon & Breach and the two editors (Helene Roberts and Christine Sundt) and does not mention sponsorship of VRA.

XII-D. Constitution and Bylaws

Copies of the *VRA Constitution & Bylaws* follow the Articles of Incorporation and are available to members on the VRA web site. The VRA Executive Board should review the *VRA Constitution & Bylaws* every five years to determine whether changes and/or additions need to be made. Amendments must be voted upon by the membership before being incorporated into these documents. From time to time, the membership votes on changes to the *VRA Constitution & Bylaws*. Upon approval the new document is published in the VRA Bulletin. Therefore the VRA Bulletin is a public archive of the editions of the *VRA Constitution & Bylaws*.

Visual Resources Association Constitution

Article I: NAME AND PURPOSE

Section 1. The name of the organization is the Visual Resources Association (VRA), hereinafter referred to as the Association.

Section 2. The Visual Resources Association is a multi-disciplinary organization dedicated to furthering research and education in the field of image management within the educational, cultural heritage, and commercial environments. The Association is committed to providing leadership in the visual resources field, developing and advocating standards, and offering educational tools and opportunities for the benefit of the community at large. The VRA implements these goals through publication programs and educational activities. The Association offers a forum for issues of vital concern to the field, including: preservation of and access to digital and analog images of visual culture; cataloging and classification standards and practices; integration of technology-based instruction and research; intellectual property policy; and other topics of interest to the field. Through collaboration, partnership, and outreach with the broader information management and educational communities, the Association actively supports the primacy of visual information in documenting and understanding humanity's shared cultural experience.

Section 3. The Association is incorporated as a non-profit organization established and operated exclusively for charitable and educational purposes within the meaning of Section 501(c) of the Internal Revenue Code, in order to further the objectives set forth in Article I, Section 2 of the Constitution. No part of the net earnings of the Association shall inure to the benefit of any member or other individual except as reasonable compensations for specific duties performed at the direction of the Association. The Association shall not carry on propaganda or attempt to influence legislation except as activities accessory to the pursuit of the above principal purposes for which it is organized.

Article II: MEMBERSHIP

Membership is open to any person or institution interested in the purposes of the Association upon payment of dues specified by the Bylaws. There shall be no barriers to full participation in the organization on the basis of gender, race, creed, age, sexual orientation, national origin or disability.

Article III: OFFICES

Section 1. The elected officers of the Association shall be the President, the President-Elect, the Vice President for Conference Arrangements, the Vice President for Conference Program, the Secretary, the Treasurer, and the Public Relations and Communications Officer, all of whom must be individual members of the Association.

Article IV: EXECUTIVE BOARD

Section 1. The Executive Board shall consist of the elected officers. Committee chairpersons, as provided for in Article VI of the Bylaws, may be invited to Executive Board meetings as deemed necessary by the Board.

Section 2. The Executive Board shall oversee the activities of the Association, provide for management of the Association's business, and appoint members of the Association to committees and appointed positions as provided for in the Bylaws. The Executive Board may contract for administrative services from an individual or a management firm. The provider of those services shall report directly to the Executive Board.

Section 3. A vacancy in the elected membership of the Executive Board shall be filled by Executive Board appointment. When there is a President-Elect, that person shall fill the vacancy of President. Members so appointed shall serve until the end of the term of the vacated office.

Section 4. A majority of the elected officers shall constitute a quorum of the Executive Board.

Article V: MEETINGS

Section 1. The Association shall hold an annual membership meeting at such time and place as the Executive Board shall determine. Notice of each meeting of the Association shall be announced to the membership at least thirty (30) days before the date of the meeting. Twenty-five (25) members eligible to vote shall constitute a quorum for the transaction of business.

Section 2. Special Meetings may be held at such times and places as the Executive Board may elect or the Association may direct.

Article VI: PUBLICATIONS

The Association is empowered to bring to effect any report, study, bibliography, research finding, or other publication as shall further the purposes of the Association. In addition, the Association shall publish a scholarly journal (the *Bulletin*) that shall be distributed to all members of the Association at suitable intervals as part of the dues they have paid.

Article VII: AFFILIATIONS WITH OTHER ORGANIZATIONS

Section 1. Affiliation or disaffiliation with other organizations shall be authorized by the Executive Board as provided below.

Section 2. Formal affiliation with another organization must be approved by a 2/3 majority of the ballots cast by those members eligible to vote in a process conducted in accordance with Article VIII, Sections 2-4 of the Bylaws.

Section 3. The Association may hold institutional membership in another organization.

Section 4. The President may appoint a member or members of the Association to represent the Association or to serve as liaison to another organization provided the objectives of the organization are consistent with those of the Association and the activities of the organization are not in conflict with the Association.

Section 5. Formal affiliation may confer the rights and privileges deemed appropriate by the Executive Board.

Article VIII: AMENDMENT OF CONSTITUTION AND BYLAWS

Section 1. The Constitution and Bylaws may be amended by vote of 2/3 majority of the ballots cast by those members of the Association eligible to vote on the proposal for change. Such a proposal may be

by petition of a minimum of 20 voting members filed with the Executive Board, or by a proposal originated by the Executive Board. The Executive Board shall determine whether such proposed amendments shall be considered by the Association. The balloting of the membership shall be in accordance with Article VIII, Sections 2-4 of the Bylaws. The proposed amendment shall be effective as of the date approved. Article XI of the Bylaws shall note the ratification date.

Section 2. The Executive Board may make editorial changes as do not change the substance or meaning of the Constitution and Bylaws. They shall take effect upon such action and shall be followed by proper publication to the membership.

Visual Resources Association Bylaws

Article I: MEMBERSHIP

Section 1. There shall be three classes of membership in the Association: Individual, Institutional, and Special Honorary Life membership awarded by the Executive Board.

Section 2. Regular Individual membership shall be available to anyone who has completed an application form and paid the currently stipulated Individual dues. An Individual member in good standing shall have all the privileges of membership as established by the Executive Board including the right to vote and to hold office in the Association.

The Executive Board may at its discretion authorize Contributing and Patron Memberships, which shall be available to anyone eligible to hold a regular Individual or Institutional membership who makes a monetary contribution to the Association beyond the applicable dues amount at levels determined by the Executive Board. Acknowledgement of Contributing and Patron members shall be made annually in the *Bulletin* and in other ways as determined by the Executive Board.

Section 3. Reduced Rate Individual membership shall be available to any individual meeting the special needs criteria determined by the Executive board. Reduced Rate Individual members shall have all of the privileges of membership as established by the Executive Board including the right to vote and to hold office in the Association.

Reduced Rate Individual Memberships may include:

a) Student Membership shall be for full-time students enrolled in an accredited degree program who provide appropriate documentation of current enrollment as determined by the Executive Board; an individual may hold Student Membership for no more than three consecutive years.

b) Retired Membership shall be for those individuals who have retired from the visual resources or allied field after having previously held a Regular Individual Membership, or having been the designated representative for an Institutional Membership.

c) The Executive Board may authorize eligibility for Reduced Rate Individual Membership to other special needs groups on a temporary or provisional basis.

Section 4. Institutional membership shall be available to any organization, firm, association, or other institution interested in forwarding the purposes and programs of the Association upon completion of an application form and payment of the currently stipulated Institutional Membership dues. Each Institutional membership will include up to three named representatives, each of whom is entitled to full privileges equivalent to

those of individual membership. The three named representatives may be individually eligible for regional chapter membership (subject to chapter bylaws).

Additional representatives of Institutional Members will also be entitled to attend Association conferences and functions at member rates.

Section 5. Special Honorary Life membership may be bestowed upon an Individual, designated representative of an Institution, Contributing or Patron member by the Executive Board in recognition of eminent distinction in any of the fields of the Association's purpose and an outstanding history of service to the Association. Honorary Life members shall not be required to pay dues; they shall have all the privileges of Individual members.

Section 6. Membership dues shall be set by the Executive Board and shall be paid annually to the Association. The current dues schedule and eligibility criteria shall be available in one or more of the official publications and venues of the Association.

Section 7. The membership year is the calendar year (January 1 - December 31). If membership renewals are not paid by December 31 of each year, the membership shall cease. If a new membership is paid after October 15, the dues shall apply to the following calendar year. Only current members are eligible to receive the privileges and benefits of membership.

Article II: PRIVILEGES OF MEMBERSHIP

All Individual members, designated representatives of Institutional members, and Honorary Life members shall have the right to vote and to hold office, shall receive the *Bulletin*, and shall have access to the *VRA Organizational Policies and Procedures Manual* (previously known as the *VRA Officers' Manual*), the *VRA Members Directory*, and other restricted access Association documents and information. Institutional members that do not designate a representative may neither vote nor hold elected office, but shall receive the Association's aforementioned publications and privileges.

Article III: NOMINATION AND ELECTION OF OFFICERS

Section 1. The Executive Board shall appoint a standing Nominating Committee and its Chairperson during or before the Annual Business Meeting. The Committee shall consist of at least three and no more than five members. Current Executive Board members are not eligible to serve.

Section 2. The Nominating Committee shall present a minimum of one candidate for each of the following elected offices: for elections held in odd-numbered years: Vice President for Conference Arrangements, Treasurer, Public Relations and Communications Officer; for elections held in even-numbered years, President-Elect, Vice President for Conference Program, and Secretary. Any member of the Association may propose candidates to the Nominating Committee for any office for which it prepares a ballot.

Section 3. The names of the nominees shall be presented to the President during or prior to the Executive Board's mid-year meeting as part of the Nominating Committee's mid-year report. Each nomination must be accompanied by the nominee's statement of acceptance, goals and biographical data, which the Board may publish or announce in an official

publication and/or venue of the Association after the acceptance of the Committee's mid-year report.

Section 4. Officers shall be elected by ballot. Electronic balloting may be authorized. Statements of goals and biographies of the candidates shall be provided to each Association member eligible to vote (see Article I, Section 2, Membership) no later than November 1 of each year, and no less than 15 days prior to the start of the election. Ballots will be accompanied by instructions for the voting procedure, specifying the beginning and ending dates for voting and the names of the election tellers. Members shall be given a maximum of 30 days to cast their ballots. Elections will conclude no later than November 30, but may be scheduled to take place at an earlier date. Two members of the Association, appointed by the Chair of the Nominating Committee, shall serve as tellers to verify the ballots simultaneously and report the election results to the President.

Section 5. For each office, the candidate who receives the greatest number of valid votes cast shall be elected. In the event of a tie, a notary will draw by lot the winner.

Section 6. All candidates shall be informed of the election results in writing by the President. After all candidates have been so informed, the names of the successful candidates shall be communicated to the membership, and shall also be published in an official publication or venue of the Association.

ARTICLE IV: TERMS OF OFFICE

Section 1. The President-Elect shall serve the first year after the election as President-Elect, the second and third years as President.

Section 2. The term of office of Vice President for Conference Arrangements shall be two years.

Section 3. The term of office of Vice President for Conference Program shall be two years.

Section 4. The term of office of the Secretary shall be two years, .

Section 5. The term of office of the Treasurer shall be two years.

Section 6. The term of office of the Public Relations and Communications Officer shall be two years.

Section 7. The terms of office shall begin immediately following the close of the Annual Business Meeting of the Association.

Section 8. Any elected Officer who is unable for personal or other reasons to perform his or her responsibilities shall submit to the President a written and signed letter of resignation, specifying the effective date and reasons for said resignation; or, if the President resigns, the letter of resignation shall be sent to the Secretary.

Section 9. By majority vote of the Executive Board, any elected Officer may be removed from office for defalcation of funds, malfeasance of office, or failure to perform duty.

Section 10. A vacancy in the elected membership of the Executive Board shall be filled by Executive Board appointment. Members so appointed shall serve until the end of the term of the vacated office. When there is a President-Elect, that person shall fill the vacancy of President. If there is no President-Elect, the Past President will resume the office until a new President-Elect is certified upon completion of the next election cycle.

ARTICLE V: DUTIES OF OFFICERS

Section 1. The President shall be the chief executive officer of the Association. The President shall have control over the affairs of the Association, subject to the approval of the Executive Board.

Upon completion of the two-year term, the President shall step down from the Executive Board, but serve immediately for one year as Past President in an advisory, honorary, non-voting role. In the event of the inability of the President to serve, the Past-President shall temporarily act as chief executive officer.

Section 2. The President-Elect shall perform such duties as the President may assign, and, in the event of the inability of the President to serve, shall act as chief executive officer.

Section 3. The Vice President for Conference Arrangements shall negotiate all on-site contracts for the Association's annual conference, coordinate all local arrangements and special events, and will work in conjunction with the local arrangements committee and the Vice President for Conference Program to implement the conference.

Section 4. The Vice President for Conference Program shall coordinate the development of the entire program of sessions, seminars, and workshops to be held at the Association's annual conference, and will work in conjunction with the local arrangements committee and the Vice President for Conference Arrangements to implement the annual conference.

Section 5. The Secretary shall be responsible for keeping the official minutes of the Association's annual membership meeting, the official minutes of the Executive Board meetings, and updates to the VRA Organizational Policies and Procedures Manual. This officer shall also be responsible for collecting and distributing reports for the Executive Board meetings, for overseeing registration for the Association's annual conference, and for handling any correspondence required. In addition the Secretary shall oversee elections for Association Officers, and shall act as teller for balloting for proposals of affiliation and/or amendments to the Constitution and Bylaws.

Section 6. The Treasurer shall be responsible for the financial accounts of the Association, including sales, income, and expenditures. In an official publication or venue of the Association, the Treasurer shall present a financial statement for the previous fiscal year. The Treasurer shall cooperate with a partial audit that will be done every two years, and with a full independent audit as stipulated by the Executive Board in order to assure fiscal responsibility.

Section 7. The Public Relations and Communications Officer shall be responsible for overseeing Association publications, facilitating communication within the organization, and developing and maintaining the Association's public relations program.

Section 8. All officers must submit written annual and mid-year reports for review by the Executive Board. Annual reports should summarize the officer's activities for the entire year, and will, upon approval by the Executive Board, be made available to the membership in an official publication or venue of the Association.

ARTICLE VI: STANDING COMMITTEES, ADVISORY GROUPS, AND BOARD APPOINTMENTS

Section 1. The Executive Board shall authorize standing committees as needed.

Section 2. The Executive Board shall appoint committee chairs and committee members for specified terms, normally for two years, from the voting membership of the Association.

All committee appointments shall begin at the close of the Annual Business Meeting. The President of the Association is a nonvoting ex-officio member of all committees of the Association.

Section 3. The Executive Board shall have the option of appointing one or more Advisory Groups not to exceed six members, a majority of whom must be Association members. The purpose of this Group, or Groups, is to advise the Executive Board on policy in a specific area of interest to the Association whether at the request of the Executive Board or on the Group's own initiative. No Advisory Group will have direct authority over organizational assets. The criteria for appointment to an Advisory Group, and the length of terms, shall be determined by the Executive Board.

Section 4. The Executive Board shall have the authority to appoint individual members of the Association to serve as Board Appointees in performing specific duties and responsibilities, including, but not limited to, the Archivist, *VRA Bulletin* Editor, the Online Newsletter Editor, the Web Site Editor, and other such positions as the Executive Board may deem appropriate. The duration of such Board Appointments is normally for two years, but may be adjusted or renewed at the discretion of the Executive Board.

Section 5. Each standing committee, Advisory Group, and Board Appointee shall submit written annual and mid-year reports for review by the Executive Board. Annual reports should summarize the activities of the committee, Group, or Appointee for the entire year, and will, upon approval by the Executive Board, be made available to the membership in an official publication or venue of the Association.

Section 6. No member of a standing committee or Advisory Group, or Board appointee, or any designated representative or liaison to another organization, shall incur expenses on behalf of the Association except as previously authorized by the Executive Board.

Section 7. The Executive Board shall authorize the dissolution of a committee, Advisory Group, or appointed position when in the opinion of the Executive Board its usefulness has ceased. This decision and the reasons for dissolution shall be reported to the membership.

Section 8. By majority vote of the Executive Board, any member or chair of a standing committee or advisory group, or any Board Appointee, may be removed from office for defalcation of funds, malfeasance of office, or failure to perform duty. The Board may at its discretion appoint another member of the Association to fill the vacated position.

ARTICLE VII: AD HOC COMMITTEES AND TASK FORCES

Section 1. The Executive Board shall authorize ad hoc committees and Task Forces as needed to execute projects or accomplish specific tasks within a limited time span.

Section 2. The Executive Board shall appoint chairs and members of ad hoc committees and Task Forces from the voting membership of the Association, for terms of service that will be determined by the nature and scope of the project or task addressed.

Section 3. An ad hoc committee or Task Force will normally conclude its existence upon the completion of its designated project or task. It will typically submit to the Executive Board a final report on its work, which may at the Board's discretion be published in an official publication or venue of the Association. Following the acceptance of this report, the ad hoc committee or Task Force will be discharged by the Executive Board.

ARTICLE VIII: CHAPTERS

Section 1. The Association shall recognize as chapters such bodies as make written application to the Executive Board and are determined by the Executive Board to be in consonance with the purposes of the Association and to meet the requirement for eligibility as specified below.

Section 2. Members of the Association who reside or work in a geographical area defined in their petition may apply to the Executive Board for charter approval. Upon approval, a newly defined chapter shall submit a statement of rules or bylaws in consonance with the Constitution and Bylaws of the Association within a period specified by the Executive Board.

Section 3. The officers of the chapter shall comprise not fewer than two, a chairperson and a secretary/treasurer.

Section 4. Each chapter shall submit written annual and mid-year reports for review by the Executive Board. Annual reports should include the names of chapter officers and members, and should summarize the activities of the chapter for the entire year. These reports will, upon approval by the Executive Board, be made available to the membership in an official publication or venue of the Association.

Section 5. Membership in a chapter is conditional upon membership in the Association.

Section 6. A chapter may request funds for special projects from the Executive Board. All funds received by a chapter shall be used exclusively for purposes incident to the fulfillment of the objectives of the Association.

Section 7. The Executive Board shall have the authority to suspend, or place in inactive status, any chapter at the request of its membership; or, to suspend, or place in inactive status, any chapter unable to comply with its own bylaws. An inactive chapter shall be exempt from regular meeting and reporting requirements.

Section 8. The Executive Board shall authorize the dissolution of a chapter when in the opinion of the Executive Board its usefulness has ceased. This decision and reasons for the dissolution shall be reported to the membership.

ARTICLE IX: VOTING ON AFFILIATIONS AND AMENDMENTS

Section 1. When the Executive Board determines that a proposed affiliation, proposed individual amendments to the Constitution or Bylaws, or major revisions of the Constitution or Bylaws shall be submitted to the membership, the voting procedures are as follows.

Section 2. The text of the proposed affiliation, proposed amendment, or proposed revision with a brief summation of the issues involved shall be provided to all members of the Association through an official publication or venue of the Association no less than 15 days prior to the start of the period of time designated for voting.

Section 3. Voting on affiliations, amendments, and Constitution and Bylaws revisions shall be by ballot. Electronic balloting may be authorized. The complete text of any measure to be voted on shall be provided to each Association member eligible to vote no less than 15 days prior to the start of the period of time designated for voting. Ballots will be accompanied by instructions for the voting procedure. At least 30 days must be allowed for balloting. The Association's Secretary will serve as teller.

Section 4. Approval by 2/3 of the valid votes cast shall be necessary to approve affiliation, or to amend or revise the Constitution and Bylaws. The results shall be reported to the President and published in an official publication or venue of the Association.

Section 5. The Constitution and Bylaws shall be reviewed at least every five years or more frequently at the discretion of the Executive Board.

ARTICLE X: PARLIAMENTARY PROCEDURE

Roberts Rules of Order Newly Revised, in the latest edition, shall govern the Association in all cases to which it can be applied and in which it is not inconsistent with the Constitution and Bylaws, or any special rules of order of the Association.

ARTICLE XI: DISSOLUTION OF THE ASSOCIATION

Section 1. In the event of dissolution of the Association, its assets shall be applied and distributed as follows:

A. All just liabilities and obligations of the Association shall be paid, satisfied, and discharged or adequate provisions shall be made therefore.

B. All other assets shall be transferred or conveyed, pursuant to a plan of distribution adopted by the Executive Board to one or more domestic or foreign corporations, societies or organizations engaged in activities substantially similar to those of the dissolving corporation and declared by the Internal Revenue Service to be exempt from the payment of federal income tax.

C. If the Executive Board is unable to ascertain any domestic or foreign corporation, society or organization which meets the requirements of the preceding paragraph, then all assets referred to in that paragraph shall be transferred or conveyed, pursuant to a plan of distribution adopted by the Executive Board to one or more domestic or foreign corporations, societies, or organizations otherwise active in the field of visual resources and which have been declared by the Internal Revenue Service to be exempt from payment of federal income tax as organized and operated exclusively for charitable, scientific, literary or educational purposes.

ARTICLE XII: EFFECTIVE DATE

This Constitution and Bylaws shall become effective immediately upon approval by the membership.

- *Ratified by the membership on April 15, 1983.*
- *Accepted by the Executive Committee on April 16, 1983.*
- *Submitted for revision by the Executive Board on August 1, 1992.*
- *Ratified by the membership and accepted by the Executive Board on June 1, 1993.*
- *Submitted for revision by the Executive Board on August 1, 1995.*
- *Ratified by the membership and accepted by the Executive Board on February 22, 1996.*
- *Submitted for revision by the Executive Board on July 1, 1996*
- *Ratified by the membership and accepted by the Executive Board on February 12, 1997.*
- *Submitted for revision by the Executive Board on May 26, 2000*
- *Ratified by the membership and accepted by the Executive Board on January 31, 2001.*
- *Submitted for revision by the Executive Board on May 16, 2003*

- *Ratified by the membership and accepted by the Executive Board on June 30, 2003.*
- *Submitted for revision by the Executive Board on September 7, 2004.*
- *Ratified by the membership and accepted by the Executive Board on January 12, 2005.*
- Editorial changes approved by the Executive Board by vote on March 31, 2007.
- *Revisions ratified by the membership and accepted by the Executive Board on November 11, 2009.*
- *Revisions ratified by the membership and accepted by the Executive Board on October 26, 2010.*

XII-E. Memorandum of Understanding between VRA and the VRA Foundation

Visual Resources Association (VRA) and Visual Resources Association Foundation (VRAF) Memorandum of Understanding (MoU)

1. GENERAL

a. The VRA Foundation, 501 (c) (3), was founded by the VRA, a multi-disciplinary trade association, 501(c) (6), dedicated to furthering research and education in the field of image management within the educational, cultural heritage, and commercial environments. The VRA, like many trade organizations, universities and museums, established the VRA Foundation to oversee and develop grants, administer educational activities, and support community outreach projects. The VRA Foundation will develop and expand educational and research opportunities in the public interest; establish standards for emerging electronic media; manage grants and develop programs to improve the visual resources field; conduct and/or sponsor research in the information sciences and educational technology; publish informative articles, guidelines, and on-line resources; and complement the work of VRA by providing educational, literary, and scientific outreach to the larger community and general public. The VRA Foundation was incorporated in the state of Delaware on July 10, 2007.

b. This MoU will be reviewed by the VRA Executive Board and the VRAF Board of Directors every five years. If necessary, it may be reviewed more frequently by mutual consent of the VRA Executive Board and the VRAF Board of Directors.

c. The VRA and VRAF are separate organizations. All governance and finances will be administered separately by the respective Boards of each organization.

2. GOVERNING DOCUMENTS

a. VRAF bylaws: The VRA is referenced in the VRAF bylaws in Article 3: sections 3f, 4b, 7, 14.

b. VRA bylaws: There are no references to the VRAF in the VRA bylaws.

c. Agreement regarding the Summer Educational Institute for Visual Resources and Image Management (SEI) Project (effective September 1, 2008). *Addendum A*

d. Agreement regarding the Cataloging Cultural Objects (CCO) Project (effective October 15, 2008). *Addendum B*

3. COMMITTEES

a. VRA and VRAF have separate committees and separate policies on the organization of committees.

b. VRA committees are appointed by the VRA Executive Board. The constitution and charge of VRA committees is governed by the VRA's *Policies & Procedures Manual (Officer's Manual)*. VRA committee members are required to be members of VRA.

c. VRAF committees are appointed by the VRAF Board of Directors. VRAF committee members are not required to be members of VRA.

d. VRA committees whose charges include broad educational or research activities (such as the Data Standards Committee, the Education Committee, or the Intellectual Property Rights Committee), or individual members of these committees, may be involved in the planning and implementation of VRAF projects, subject to the oversight of the VRA Executive Board.

4. FUNDRAISING AND DEVELOPMENT

The VRAF is recognized as the VRA's fundraising arm and as such it has a role in advancing the mission of the VRA. Fundraising activity in which the VRAF engages should be coordinated with that of the VRA. The VRA has significant needs that are met through its own fundraising, and VRAF does not wish to interfere with or diminish those efforts. However, the VRAF 501 (c) (3) tax status makes it an ideal vehicle for receiving tax-deductible charitable gifts from the VRA membership to be used for the benefit of the profession. For this reason the VRA membership is one of the sources for VRAF fundraising, along with private and corporate foundations and government agencies.

- a. The VRAF may conduct fundraising on behalf of projects proposed by the VRA in selected areas of interest. Although the VRA Foundation does not specifically provide financial support to the VRA as an organization, the VRA or its members can apply for grants in support of activities within the mission of the VRAF. Proposals for VRAF support generated by the VRA must be reviewed and approved by the VRA Executive Board before submission to the VRAF.
- b. The VRA agrees to provide the VRAF with access upon request to VRA mailing lists for purposes such as fundraising, invitations to special events, and other outreach efforts.
- c. The VRAF may insert a check-off box solicitation on the VRA annual membership form. Details of the check-off box must be agreed upon by the VRA Executive Board and the VRAF Board of Directors. Credit card transaction fees for donations to the VRAF will be deducted when appropriate. The VRAF treasurer will send a letter to each donor verifying the tax-deductible portion of the total payment.
- d. The immediate goal of the VRAF is to become self-sustaining through fundraising and by establishing a strong donor base. The VRAF intends to conduct annual fundraising drives.
- e. To support the VRAF as it works to become self-sustaining, the VRA will provide general operating funds to the VRAF through its first three years of operation (FY 2008; FY2009; FY2010).
- f. VRAF will develop planned giving programs to offer donors the significant tax benefits that such charitable giving provides to estates.
- g. By prior arrangement with the VRA Vice President for Conference Arrangements, the VRAF may hold special events during the annual VRA conferences. The VRAF may determine its own criteria for inclusion in special events such as fundraisers, receptions honoring major donors, and similar selective gatherings. Such VRAF events should not conflict with VRA events in scheduling, format, or content.

5. COMMUNICATION

- a. The VRAF will submit annual and mid-year reports to the VRA Executive Board. These reports are for information purposes only, and do not require approval or publication.
- b. The VRA Executive Board and the VRAF Board of Directors may hold a joint meeting during the annual VRA conference, at a time and place of mutual agreement.
- c. The VRAF Chair and the VRA President will maintain regular communication.
- d. To clarify fundraising strategies and procedures, the VRAF may appoint a liaison to the VRA Development Committee. The VRAF liaison will convey information between the VRAF and the Committee but will have no jurisdiction over the Committee, which is responsible solely to the VRA Executive Board.

e. VRAF may report on “News about the Foundation” in the VRA publications and other information sources (e.g., VRA-L, the VRA web site, the VRA *Bulletin*, and *Images: The Newsletter of the VRA*.)

6. CONSULTANTS, PRODUCTS, AND SERVICES

a. The VRA and the VRAF may use the same consultant services and/or licensed products. All accounts and billing for use of these services and products must be kept separate.

b. Use of services and products associated with SEI or CCO are outlined in the respective agreements governing these projects (*Addendum A; Addendum B*).

Execution of Agreement

This agreement, when signed and dated by the VRA President, on behalf of the Association Executive Board, and the Chair of the VRAF, on behalf of the Foundation Board of Directors, will take effect September 15, 2009.

Visual Resources Association Organizational Policies & Procedures Manual, 4th Edition

Executive Board

Maureen Burns, President

Brian Shelburne, Vice President for Conference Arrangements

Heidi Raatz, Vice President for Conference Program

Marcia Focht, Secretary

Billy Kwan, Treasurer

Robb Detlefs, Public Relations and Communications Officer

(Date approved)