

# ICSB International Chapter Handbook



**How to Become an ICSB International Chapter**

**Revised April 4, 2005**

# ***ICSB International Chapter Handbook***

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## **How to Become an ICSB International Chapter**

The ICSB Chapter Handbook provides information about the process to become formally recognized as an ICSB chapter. The handbook also provides some direction on increasing and retaining members, fundraising, chapter development, and membership benefits.

## **Definition of an International Chapter**

A Chapter is any organization or group of at least 15 individuals within a nation or region that expressly agrees with the mission and vision of ICSB and agrees to pay scheduled membership fees to ICSB. Each Chapter is officially supported by the ICSB International Office and is accorded the full benefits of ICSB membership. Each Chapter in turn provides services to its members for which the chapter can charge dues. *The ICSB International Chapter is distinguished from an “Affiliated Chapter” in that the Chapter is organized under the ICSB International Office rather than under an existing ICSB Affiliate.*

## **Description of ICSB**

ICSB is the leading global membership organization for those interested in the theory and practice of entrepreneurship and the development and growth of small and medium enterprises (SMEs). ICSB members are internationally renowned SME researchers, policy makers, educators and practitioners dedicated to advancing entrepreneurship worldwide. Established in 1955, ICSB was the first international organization in the field of SME development and entrepreneurship.

***ICSB Vision:*** To advance entrepreneurship and small business worldwide by sharing global knowledge and experience through global networks.

***ICSB Mission:*** ICSB is the professional body for all individuals and organizations promoting entrepreneurship and the development and management of small and medium enterprises (SMEs) in all parts of the world.

ICSB serves as an umbrella organization that integrates the activities of diverse organizations and professionals who deal directly with SMEs. It seeks to expand its information-exchange network by encouraging the development of national and regional chapters and affiliates.

ICSB affiliates, chapters, and their membership create and distribute information on the latest research, best practices and policy trends in SME management and entrepreneurial development. Ideas drawn from government, education, and commerce are provided to the SME community through the efforts of our members.

## **ICSB Objectives:**

- Research into the theory and practice of entrepreneurship and SME development
- Advocacy of SME formation and growth as a mechanism for economic growth and international development
- The creation and exchange of knowledge, experience and best practices on SMEs
- Improving the knowledge, techniques and management skills of entrepreneurs and SMEs worldwide
- Publishing the best papers to add to global knowledge and understanding of SME development
- The organization of international conferences to disseminate research, experience and best practices
- Cooperation with governments, non-government organizations and private sector organizations dedicated to SME development

ICSB's currently has nine regional affiliates, which conduct their own programs and events for members in 70 countries. These affiliates represent all areas of the globe and all levels of economic development.

- \* Australia and New Zealand
- \* Brazil
- \* Canada
- \* Europe
- \* Japan
- \* Korea
- \* Puerto Rico and Caribbean
- \* Taiwan
- \* United States

## ***Chapter Application Process***

### **Step One: Letter of Interest**

A letter of interest addressed to the ICSB President will express the intention to form a chapter and will request approval to proceed with a development plan and membership recruitment. The letter must specifically state that the signer(s) are fully committed to the mission and vision of ICSB. The organizer of the chapter application process must sign this letter. The letter of interest will designate an ICSB officer to be the official contact point with the Board of Directors and chapter membership. If the petitioner is an existing organization, its President or Executive Officer must sign the letter and the letter must be accompanied by a description of the nature of the organization, its place of business, objectives and goals, and a copy of the organization's charter and/or by-laws.

[See Annex 1: Sample Letter of Interest](#)

### **Step Two: Granting of Chapter Status**

ICSB Chapter status is determined by the ICSB Board of Directors upon review of the documentation that is required for this purpose. To be granted and to maintain the status of a Chapter within ICSB, a set of minimum conditions must be met. These include: 1) consistent membership count of at least 15 members, 2) the payment of yearly dues within 30 days of the statement being received by the Chapter from the ICSB. 3) Routine participation in ICSB organization activities. ICSB activities include board meetings, world conferences, affiliate conferences and other global knowledge sharing and networking activities.

Should a Chapter fall behind in payment of dues, all benefits will be halted and the Board may ultimately revoke Chapter status. Should a Chapter's member count fall below 10, the Board may reconsider Chapter status.

### **Step Three: Create a Chapter Development Plan**

Upon receipt of the ICSB Board of Directors permission to form a chapter, the organizers of the proposed chapter shall prepare a Development Plan which will include details on the structure the new Chapter, its proposed name, names of key officials, a statement of mission and objectives, the marketing strategy for membership development, proposed member services, an outline of the first year's activities, and a forecast of first year

income and expenditures. The petition must include a proposed set of by-laws and/or a constitution for the new organization. Sample by-laws are included in an annex to this document and are offered as a flexible guideline for chapter planning.

[See Annex 2: Sample Development Plan](#)

[See Annex 3: Sample By-Laws and Constitution](#)

#### **Step Four: Recruit a Minimum of 15 Members**

A list of fifteen (15) provisional members with complete information about their business or professional affiliation, business address, and telephone, fax, and e-mail numbers (as appropriate) will be provided to the ICSB International Office. This list may include the names of any existing ICSB members who live within the geographic area of the proposed chapter. Such members must be identified, along with the date of their most recent membership renewal (this information can be obtained from the ICSB International Office). ICSB looks favorably upon a broad diverse membership base, reflecting ICSB's membership, comprised of small business and entrepreneurship researchers and educators, trainers, advisers, consultants, lenders, business associations, entrepreneurs, policy makers and government officials.

#### **Step Five: Send Membership Dues**

A check for payment of the Yearly Membership Fee, at the rate of US \$65/ member, for the 15 members, will be remitted to the ICSB International Office. This amount may be reduced by the number of currently paid-up ICSB members included in the list of 15. For example, if the list of 15 members includes seven current ICSB members, then the membership payment will be for 8 memberships only.

#### **Step Six: New Chapter Will Receive Notification of Official Chapter Status from the International Office**

A letter of approval granting official chapter status shall be posted to the Chapter contact person. At this point, the chapter will receive all the benefits of membership, including access to the ICSB web site and membership database, the ability to construct chapter web-pages within the official ICSB web-site, member subscriptions to the *Journal of Small Business Management*, reduced rates to affiliate conference events, and inclusion in all global ICSB communications on SME related issues.

## ***Chapter Operations***

### **Chapter Office**

The chapter should choose a Chapter office site. The role of the Chapter office is to serve as communications link with Chapter members, the International Office, and the ICSB Board of Directors. Such communication includes forwarding Calls for Papers, distributing brochures for the Annual ICSB World Conference, managing e-mail correspondence, and participating in ICSB conference calls. It also means serving as a direct link between ICSB and Chapter members. Given that ICSB carries out its communications in English, the Chapter Office should have someone (or access to

someone) that can communicate effectively in the English language. The Chapter office handles all the administrative duties related to the Chapter. This includes: mailings, communication, membership databases, nominations of chapter officers, and minutes of the meeting of the Chapter's Executive Committee. The Chapter office receives annual invoices from the International Office and follows up with processing to ensure that invoices are paid up when due.

### **Resources**

It is recommended that a Chapter Office should have the following resources:

- telecommunication equipment, computer, e-mail capability, ability to handle regular mailings to their membership, access to photocopy facilities;
- checking account to handle payments, and services of an accountant to file appropriate reports (i.e., tax reports) and audit books if necessary.

\*Note: Some Chapters have some or all of this handled by their finance officer (i.e., "Treasurer", or similar position), which might change from year to year and might not be located at the Chapter Office.

### **Communications with the ICSB International Office**

A most important responsibility of a Chapter's office is to maintain ongoing communication with the ICSB International Office. The Board of Directors must be kept updated on the current status of affairs at the Chapter level.

### **Chapter Member Count**

It is important for Chapters to keep an up-to-date count of their membership and to supply this information to the International Office in the form of a Membership Database upon request. Chapters must be responsive when member counts are requested from the International Office on a quarterly basis. They are used to determine the quantity of *Journals of Small Business Management* to be shipped. In the event that no count is sent, the International Office will use the most recent number on record. Dues to be paid to the International Office are based on these counts.

Each Chapter determines fees for members. Regardless of the amount charged by Chapters to their members, the ICSB International Office bills the Chapter based on the membership count of the Chapter at the rate of US \$65 per individual. At any time a Chapter member count changes significantly, the International Office should be notified immediately.

### **Yearly Chapter Invoices**

Chapters are invoiced annually. The Chapter pays the ICSB International Office, according to their payment procedures.

### **ICSB Bulletin**

The ICSB Bulletin is the official newsletter of the organization and is provided in electronic format sent from the ICSB website. Chapters may choose to print and ship this newsletter to their members. The Chapter incurs all costs associated with this process.

**HOW TO HAVE INFORMATION PUBLISHED:** One of the benefits for Chapters is to utilize the ICSB Bulletin to inform ICSB members worldwide about future conferences, to report on recent developments, publicize research opportunities, open up positions or advertise other activities that the Chapter is planning or has organized. Chapters are encouraged to send information for the ICSB Bulletin thru the International Office on a regular basis.

### **Journal of Small Business Management**

**SHIPPING & BILLING:** Currently the *Journal of Small Business Management (JSBM)* is shipped directly from the publisher to the International Office in bulk for non-affiliated members. Any Chapter that is associated with ICSB directly through the International Office will have copies of the *Journal of Small Business Management (JSBM)* sent directly to its members on a quarterly basis at no additional cost. Shipping costs for the Journal will be paid by the International Office and will be considered a benefit of membership.

**HOW TO HAVE ARTICLES PUBLISHED:** ICSB members are encouraged to submit original research for publication in the JSBM. For details on the submission process please review the guidelines in the most recent edition of the JSBM.

### **Web-based Membership Directory**

A key benefit to ICSB members is access to the global membership through the members-only accessible Membership Database. The information for the Database is an assemblage of individual Affiliate and Chapter databases (which includes Chapter Members) plus all international members organized under the International Office.

Affiliates and Chapters must maintain this information in a uniform format as specified by the International Office taking into account applicable laws regarding confidentiality of personal data. It must be updated on a regular basis and sent to the International Office. The International Office will provide the guidelines as to what information is needed and when/how the information is to be provided for inclusion in the Membership Database.

### **Chapter Report**

To enhance the relationship and the communications among all parties, reports from the Chapters will be distributed to the ICSB Board of Directors prior to their annual meeting. The Chapter's Report should include: membership figures, information about the financial status of the Chapter, Chapter development, conferences hosted (or co-sponsored) by the Chapter, improvement and/or development of membership benefits, problems, concerns, suggestions, and opportunities, as well as matters the Chapter wishes to have ICSB leadership consider. Chapter leaders are encouraged to attend ICSB Board meetings and are welcome to participate as non-voting members of the board. Once a Chapter reaches Affiliate status, the Affiliate President is automatically a voting member of the board.

## **Communication with Members**

The ICSB website may be used to create notices or announcements for distribution to Chapter members. General stories of interest may also be submitted for posting on the “ICSB News” area of the site.

An opportunity to communicate with Chapter members presents itself routinely when the ICSB Bulletin is forwarded to each member. At such time a letter can make reference to the Bulletin, a call for papers for an ICSB World Conference, or a conference in another Chapter or ICSB Affiliate, as well as to developments of interest to Chapter members.

As Chapters develop, some have established their own newsletter. Newsletters published and distributed by chapters provide a forum for articles to communicate particular developments, updates on research activities, etc. Chapters may also utilize the web pages of ICSB as a host-site for their own web pages and as a vehicle for communication.

The Constitution and Bylaws of the Chapter may require formal communications that need to be undertaken with all Chapter members. Such communications include:

- requests for nominations of Officers
- an invitation to the Annual Membership Meeting
- voting on proposed changes to Chapter By-Laws

## **Membership Benefits**

Members of an ICSB Chapter are also members of ICSB and as such receive the following benefits: Access to the ICSB web site and Membership Database, the *ICSB Bulletin* and the *Journal of Small Business Management (JSBM)*; and reduced rates at the ICSB Annual World Conference, as well as at conferences of ICSB Affiliates.

In addition to the ICSB member benefits listed above, each Chapter is encouraged to develop more benefits as a way to attract new members, retain current members and enhance the role of the particular ICSB Chapter in the region that it serves.

Typical member benefits provided by an ICSB Affiliate include:

- development and/or sponsorship of conferences, seminars and other types of forums consistent with the mission of furthering entrepreneurship;
- proceedings of conferences, copies of research reports, and policy statements, consistent with the mission of ICSB;
- development and distribution of a Chapter newsletter (by post and/or by e-mail).
- a Web-site with Chapter and ICSB activities;
- some Chapters have published, co-published or sponsored a specific Journal or practitioner publication for the benefit of their members; and,
- a Chapter Membership Database.

## **Chapter Development**

Most chapters organize seminars, annual conferences, and workshops as a strategy to:

- provide a benefit to members (who attend the conference at a reduced rate while providing them with a forum to make presentations and to network);

- increase its membership base (as those in attendance who are not yet Chapter members get included in their registration fees with a one year membership); and
- obtain additional funding (as such activities provide the opportunity to obtain sponsorship resources that can help fund the Chapter).

### **Raising the Profile of ICSB Chapter Organizations**

As part of the ICSB policy to be of assistance to Chapters and their members, the ICSB Board of Directors is open to receiving invitations to hold Board meetings as well as Officers' meetings in conjunction with a Chapter activity. There is no requirement for the Chapter to cover expenses related to Board members travel, accommodations, meals, or conference fees. The Chapter does provide logistical support in making arrangements to hold a Board/Officers' meeting. Some Chapters have invited the ICSB Board to hold meetings before or after a Chapter's major event (such as their Annual Meeting) and thus attract key Board members from different parts of the world to take part in the Chapter's activity as panel members, discussants, session chairs, and keynote speakers, at no cost to the Chapter. Some Chapters have waived conference registration fees for the ICSB Board members who take part in the program of the Chapter activity and/or take over the cost of providing lunch and coffee for the Board meetings. Participation of ICSB Board members in Chapter activities generally has proven to be instrumental in positioning a Chapter as part of a unique international network of individuals and entities committed to advancing entrepreneurship.

### **Financial Considerations within a Chapter**

For new Chapters, the majority of income normally comes from membership fees charged to individuals, as well as to organizations. Likewise, the majority of Chapter expenses are related to annual meetings.

Each Chapter determines membership fees for Chapter members. These usually are billed annually to Chapter members and collected in a lump sum. Chapters pay the International Office (based on the membership count of the Chapter) at the rate of US \$65 per member; thus, Chapters need to consider the fee to ICSB at the time they set their membership dues.

Chapter expenses are usually:

- 1- Dues to the International Office;
- 2- Postage and other expenses related to mailings for Chapter members
- 3- Costs related to the Chapter Office (even when this is provided as an in kind contribution, there are telephone expenses, printing charges, and other expenses.)

Experience shows that Chapters need to develop additional sources of revenue in order to grow and provide meaningful benefits to their membership.

All inquires regarding Chapter Handbook may be directed to the ICSB International Office at [ICSB@gwu.edu](mailto:ICSB@gwu.edu).

**Revised April 6, 2005**



## Annex 1: Sample Letter of Interest

Return Address of Potential ICSB Chapter Candidate  
Street, City, Province, Country

International Council for Small Business  
Attn: Susan Duffy, Executive Director  
The George Washington University  
2115 G St. NW, Suite 403  
Washington, DC 20052  
USA

Date

Dear ICSB Board of Directors,

This letter serves as formal notice of the intent to establish an ICSB International Chapter in \_\_\_\_\_ (*country or region*), under the auspices of \_\_\_\_\_ (*government agency, official group, or university, if applicable*).

The contact person (organizer) for the Chapter development process is:

Name  
Address  
Telephone and fax  
E-mail

The contact person will serve as the chapter's official contact point with the ICSB Board of Directors and the Chapter membership. In accordance with the Official ICSB Chapter Development Process, upon receipt of approval to continue with chapter development, the contact person and organizer will submit a Chapter development plan, submit the names and contact information for 15 members, and send in Chapter membership dues within 30 days.

Upon receipt of this information and payment, the current ICSB Board of Directors will notify the chapter of its official status. The President of ICSB will address a letter of notification to the Chapter contact point.

The undersigned representative looks forward to a favorable response to this request to embark upon the Chapter development process.

Sincerely yours,

Name of Contact Person(s)

## Annex 2: Sample Development Plan

The organizer of the petition for Chapter Development for \_\_\_\_\_ (*country or region*) intends to develop chapter membership, set clear chapter objectives, and pursue strategic partnerships with other organizations with similar goals and interests.

The Chapter will have the following name:

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**Chapter Mission Statement:** (Chapter Name) is committed to a free exchange of ideas between educators, researchers, policy makers, and practitioners in the field of Small and Medium Enterprises (SMEs) and entrepreneurship. The organization's goal is a better understanding of local small and medium firms and cultural management techniques with a view to their improvement and continued growth.

**SAMPLE Brief Economic Profile of Region:** The lack of support for entrepreneurs and small business, as well as slow progress privatizing state-owned monopolies has led to the private sector share of GDP being only 60%. Different evaluations of the *Name of Country's* situation point to a fundamental mindset shift that will be necessary before the necessary growth of the entrepreneurial sector and market economy transition can take place. Heavy dependency upon state welfare programs harkens back to the recent communist past and the disruptions of the Balkan conflict, which hindered *Name of Country* from achieving a "New Market" mentality.

**The Importance of Small and Medium Enterprises to the Region:** The growth of the SME sectors of the *Name of Country* economy will:

1. Create an entrepreneurial environment and an understanding of the global marketplace,
2. Increase the size of business services/consultancy and technical assistance to SMEs, microenterprises, and start-ups,
3. Provides technical assistance to help develop the local economy and strengthen local government,
4. Create jobs and increase the national GDP.

**Development Framework:** It is envisioned that the ICSB \_\_\_\_\_ (*country or region*) Chapter will use leadership positions within this voluntary organization as a motivation for members to take on the work of developing the chapter. The Chapter organizer will bring together the membership annually for the purpose of an Annual Meeting to further stimulate and define chapter activities, exchange information on regional best practices, and set member recruitment goals. The chapter will seek support from governmental, business and academic entities.

At the Annual Meeting, a Chapter President, Secretary, and Treasurer will be named to a 1-year term in office. An update on ICSB activities including the upcoming ICSB World Conference will be given and a Chapter designee will be elected to attend this

conference. Fostering a continued relationship with ICSB and the organization's global partners will be coordinated through the International Office to include full use of all the resources that can be made available to the new Chapter.

In addition to the Annual Meeting, 3 quarterly conference calls, Internet chats, or other such virtual meetings shall bring together the membership to discuss chapter goals and potential synergies.

At the Annual Meeting, a quality program and set of goals for the first year will be set in order to attract new members and extend the reach and influence of the Chapter. The developmental needs of the Chapter's geographic region in terms of entrepreneurship and SME growth will be studied and member experiences with the regulatory and legislative landscape will be shared. A survey of the resources, skills, and capabilities of the chapter membership will be taken, so that specific actions can be designed and undertaken by the Chapter leadership.

A regional workshop on Best Practices and the Regulatory Landscape will be organized to galvanize regional wisdom about the state-of-the-art of SMEs and entrepreneurial impulses in country. Influential parties from academia, the business community, and government will be invited to attend. In this fashion, the chapter's network and outreach will be increased. These networks will themselves become one of the products and services this chapter will be able to offer prospective members. As membership increases, so will the chapter's financial resources.

***Chapter Finances:*** Membership dues to the International Office are set at \$65 per member. The Chapter will set a fee over and above this amount to offset financial and administrative needs.

A fee for the Regional Workshop on Best Practices and the Regulatory Landscape will be assessed for all those attending, and the money generated from this venture will go into the organizational coffers to offset future promotional and travel expenses.

## Annex 3: Sample By-Laws and Constitution

### Constitution of ICSB Chapter (*Chapter Name*)

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#### PREAMBLE

(*Chapter Name*) has been established to provide a sense of community and a network of support to ICSB members and enhance their ability to facilitate the growth and development of small and medium enterprises in (*country or region*). The Chapter accomplishes this by bringing together educators, researchers, policy makers and practitioners to share knowledge and experience in their respective fields and particular to the context of (*country or region*). (*Chapter Name*) promotes the development of knowledge in all areas of business theory and practice and is particularly focused on strategies and policies proven to be effective in sustaining small and medium enterprises and entrepreneurship.

#### ARTICLE I : NAME

Section 1. The organization will be addressed as (*Chapter Name*).

#### ARTICLE II : PURPOSE

Section 1. The purpose of the ICSB (*Chapter Name*) is to provide services to members in accordance with the official ICSB Vision and Mission and to create synergies for the Chapter from the relationship with the ICSB International Office. The (*Chapter Name*) will represent its membership's interests to the ICSB Board of Directors and other international and national bodies of interest.

- **ICSB Vision:** To advance entrepreneurship and small business worldwide by sharing global knowledge and experience through global networks.
- **ICSB Mission:** ICSB is the professional body for all individuals and organizations promoting entrepreneurship and the development and management of small and medium enterprises (SMEs) in all parts of the world.

Section 2. The (*Chapter Name*) will abide by all established policies of ICSB.

#### ARTICLE III : MEMBERSHIP

Section 1. Any individual or organization subscribing to the purposes and objectives of ICSB shall be eligible for membership.

Section 2. Admission to membership shall be granted upon receipt of written application and the payment of one year's dues in advance.

Section 3. The term of membership shall begin on the date of admission and continue to the end of the current fiscal year. Persons who join during the last quarter of a fiscal year shall be deemed members through the succeeding fiscal year.

Section 4. The (*Chapter Name*) does not discriminate against any person on the basis of race, color, religion, sex, national origin, age, handicap, veteran status or sexual orientation.

#### **ARTICLE IV : OFFICERS/EXECUTIVE COMMITTEE**

Section 1. The officers of this chapter shall be at least the following positions, as determined appropriate by the members: a President, a Secretary, and a Treasurer, who shall be elected by the members of the Chapter. The officers constitute the Executive Committee of this Chapter.

The President shall preside at all meetings of this Chapter. In the absence or incapacity of the President, the Secretary shall perform the duties of the President. The Secretary shall keep minutes of the meetings of this Chapter. The Secretary and President shall function as contact persons with the ICSB Board of Directors and the Chapter membership. The Treasurer shall: 1) use generally accepted accounting principles (GAAPs) to keep and maintain adequate and correct accounts of the financial records of the Chapter; 2) open financial records to inspection by any member at all reasonable times; 3) have the care and custody of the funds of this Chapter and deposit the same in the name of and to the credit of this Chapter; 4) disburse the funds of this Chapter as may be ordered by the Executive Committee; 5) render to the President or the membership whenever they may require it, an account of all the financial transactions of this Chapter.

Section 2. Executive Committee. The Executive Committee shall be empowered to recruit and fill vacant offices.

#### **ARTICLE V : OPERATIONS**

Section 1. Nomination of Officers. The officers of this Chapter are volunteers. They shall receive no compensation for their services. The officers shall assume their offices immediately after agreement to serve in an official capacity. All members are eligible to hold an office.

Section 2. Quorum. The members attending a scheduled meeting shall constitute a quorum of the Chapter for the transaction of business.

Section 3. Meetings. The Chapter shall meet at least one time per year. Regular meetings will be scheduled by the officers and announced no less than 30 days in advance of the meeting date.

Section 4. Voting. Members present at scheduled meetings of the Chapter are eligible to vote on any motion presented at the meeting.

Section 5. Advisors. The (*Chapter Name*) may call upon a representative of the ICSB Board of Directors or International Office to serve as an

advisor to the Chapter and be present at the Annual Meeting via virtual technology (conference call or video conference) or in person if travel expenses are paid.

Section 6. Place of Business. The principal office of the Chapter shall be located at \_\_\_\_\_ (*Please fill in*).

#### **ARTICLE VI : FINANCES/ALLOCATION OF FUNDS**

Section 1. Conference and workshop fees, membership contributions and other revenue sources such as sponsorship programs will finance activities of this Chapter. The Treasurer of this Chapter will maintain the financial records of membership dues.

#### **ARTICLE VII : AMENDMENTS**

Section 1. This constitution, or any particular section of this constitution, may be amended, repealed, or adopted at any regular meeting of this Chapter by a two-thirds affirmative vote of a quorum of the membership at such a meeting. The membership shall receive prior notice of any proposed amendment, repeal or adoption via normal mail or e-mail, 30 days ahead of time.

The ICSB Board of Directors may propose amendments. The Board shall present all such proposed amendments to the membership with or without recommendations.

I/We, the undersigned, the duly elected President of the (*Chapter Name*), do hereby certify that the foregoing Constitution was adopted as the Constitution of this (*Chapter Name*) on (*Date*), and constitutes the Constitution of said Chapter.

*Signature, Date*

*Name, President*