

# CMSA Chapter Operations Guide

## CMSA MISSION STATEMENT

"To positively impact and improve patient wellbeing and healthcare outcomes."

To execute this Mission, the Society will base its efforts on the following three (3) ideologies:

1. To inform consumers about the services case and care managers provide
2. To educate physicians and other providers about improved patient outcomes through the services case and care managers provide
3. To educate payors and regulators about improved patient outcomes that case and care management services can provide

The principles upon which the CMSA Mission is based are outlined in this value statement:

"Case / Care Managers believe patients need an advocate ... someone who helps clients understand what's wrong with them, what they need to do about it and why those treatments are important. In this way, Case and Care Managers serve as catalysts. By participating in the equation, Case and Care Managers enable their clients to achieve goals more effectively & efficiently."

## CMSA VISION STATEMENT

"We envision case managers as pioneers of healthcare change ... key initiators of and participants in the healthcare team who open up new areas of thought ... research and development ... leading the way toward the day when every American will know what a case / care manager does and will know how to access case and care management services."

## Table of Contents

National Office Contacts .....	3
Chapter Responsibilities .....	4
Document Requirements of Every Affiliate Chapter.....	4
Fundamentals of Effective Meeting Management.....	5
Sample Parliamentary Procedure .....	5
Meetings .....	6
Types of Meetings	
Annual Meeting .....	6
Business Meeting.....	6
Program Meeting.....	7
Social Meeting.....	7
Special Meeting.....	7
Chapter Liability Insurance .....	7
CMSA National Structure and Responsibilities	
Management Firm .....	8
CMSA Executive Committee.....	8
CMSA Board of Directors.....	8
Nominating Committee/Task Forces .....	8
National Focus .....	9
Chapter Services.....	9
Chapter Presidents' Council.....	10
Incorporation Requirements.....	11
Two-Year Report for Non-profit Corporations .....	11
Registered Agent.....	11
Description of Corporate Documents	
Articles of Incorporation .....	12
Employer Identification Number (EIN).....	12
Chapter Bylaws .....	12
Affiliate Agreement.....	12
Component Minutes .....	13
Sample Chapter Minutes.....	14

# **CMSA National Office**

## **Case Management Society of America**

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website: [www.cmsa.org](http://www.cmsa.org)

Visit the **Chapter Resource Section** of the website by selecting Membership, then Chapters. Find lots of useful forms, guides, tips and contacts for enhancing your chapter's knowledge and growth.

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## Chapter Responsibilities

CMSA National and its chapters are interdependent in that a member of an affiliate chapter must also be a member of CMSA National.

Any member who joins National must also join a local chapter if it is within 60 minutes or 60 miles of the designated territory of the chapter. Memberships outside this territory are optional.

CMSA Chapters are individual affiliates of the Case Management Society of America. *All CMSA chapters are incorporated in Washington D.C. as a domestic corporation; and are incorporated in their own states as foreign corporations.* CMSA chapters fall under the National Association's federal tax group exemption, and are 501(c)(6) nonprofit organizations under the IRS code.

## Document Requirements of Every Affiliate Chapter

- **Affiliate Agreement** (two original copies with signatures).
- **Chapter Bylaws** submitted and approved by the CMSA National Office.
  - ◆ Subsequent bylaws amendments should be submitted to the National Office for approval.
- Completion of the chapter affiliation procedure, which results in the chapter's **Articles of Incorporation** filed in Washington D.C.
- **Annual financial records** submitted to the CMSA National Office, which may include filing federal tax return forms 990, or 990EZ. See **Chapter Treasurer's Guide** for complete details.
- **State filing as a foreign corporation** once officially incorporated in Washington D.C.
- **File "two-year" Report for Non-Profit Foreign and Domestic Corporations"** with the District of Columbia.
  - ◆ Due January 15<sup>th</sup> every 2 years
  - ◆ For a copy of the report, go to [www.dkra.org](http://www.dkra.org) or call the CMSA National Office.
  - ◆ \$75 filing fee
- **Pay registered agent fees** to CSC as required by the District of Columbia. See section "Registered Agent" of this guide. Current fee of \$200\*\* per year. \*\*This rate may change as CSC's fee structure changes.
- Hold regular **Chapter Board Meetings**.
- **Elect and maintain Officers and Directors**, notifying the CMSA National Office of election results in writing.
- Conduct **membership recruitment** activities.
- **Appoint Committees** as in Article X of the Bylaws (ex. Nominating, Finance, Membership, Bylaws, Communications, Conference, Ethics, Government Affairs, Marketing, Newsletter, and Program...**Only Nominating and Membership are required.**
- **Establish chapter dues** & notify the National office, if changed.
- Determine needs & **conduct chapter educational program**.
- Maintain **General Chapter Liability Insurance** (see Chapter Liability Insurance section of this guide).

- **Meeting Minutes**- the secretary is responsible for maintaining an accurate recording of the chapter meetings. *See last page of this guide for specific guidelines and sample minutes.*
- **Antitrust Implications** - Be careful not to violate antitrust laws involving the practice of restraining trade.
- **Lobbying** - 501(c)(6) organizations may lobby for and against legislation; however, there are certain rules the IRS requires you to follow. If you would like more information, contact the CMSA National Office.

### Fundamentals of Effective Meeting Management

1. **Hold meetings regularly** so members can plan to attend providing ample advance notice to each member.
2. **Conduct the business portion of the meetings efficiently** through use of parliamentary procedures and have a reference guide such as *Robert's Rules of Order* should there be any questions.
3. **Inform members** of the subject matter of the meeting and announce guest speakers at each meeting in such a way as to promote interest in attendance.
4. **Provide Continuing Education** (CEs, i.e. nursing, CCM, CDMS, CRC, etc). This can be obtained by contacting the certifying organization of the CE you are seeking. Additional information can be requested from the CMSA National Office.
5. **Design programs with broad appeal and encourage participation** in all chapter activities.
6. **Prepare meeting agendas** and programs with care to serve the specialties and practice settings for all members. National can provide a demographic breakdown of your membership with regard to practice/work setting and areas of expertise.

### Sample Parliamentary Procedure

1. Announce the business item
2. Ask for and give a report on the item
3. Ask for a motion
4. Ask for a second motion
5. Allow discussion
6. Any further discussion
7. Repeat the motion and...
8. Call for a voice vote (aye or no)
9. Announce motion (adoption or failure)
10. If the motion fails, call for a new motion and second (There is no discussion until a new motion is made under this circumstance)
11. Repeat steps 4-10 until item is dealt with
12. Move on to next item

## Meetings

Well-planned and well-managed meetings are essential to maintaining the enthusiasm among the membership.

At the start of the year, the President may appoint a Program Committee to create a plan for the chapter's meetings subject to approval by the chapter's Board of Directors.

This plan should consist of a tentative schedule of meetings for the entire year, possible topics to be considered at each meeting, and suggested speakers.

Upon Board approval, a more detailed agenda for each upcoming meeting may be developed by the chapter President and the Board of Directors.

## Types of Meetings

### The Annual Meeting

- A meeting of the members for the transaction of all business related to the election of officers and Board of Directors.
- Check your chapter bylaws for specific procedures on electing officers and directors.
- Chapter Bylaws may require written notification and advance notice to chapter membership. Check your bylaws for specifics.

### The Business Meeting

- A meeting to handle the official business of the chapter.
- Presided over by the President or President-elect in his/her absence.
- If neither officer is present, another officer or elected temporary chairperson should call the meeting to order.
- In all cases, the chairperson is responsible for conducting the meeting in an efficient manner.
- Proper business agenda is prepared in advance.
- The agenda describes what topics will be discussed at the meeting.
- Whenever possible, forward the agenda to each member of the Board, and in some cases the membership for additions, deletions or revisions in advance.

Suggested order of business to be conducted by the chairperson:

1. Meeting called to order
2. Welcome and introduction of new members and guests
3. Lunch or dinner (if applicable)
4. Introduction of guest speaker(s)
5. Question and answer session
6. Approval of the minutes from the last business meeting
7. President's report
8. Treasurer's report
9. Committee reports
10. Unfinished business
11. New business
12. Announcement of time and place of next meeting
13. Adjournment
14. Refreshments (if applicable)

### The Program Meeting

Primary focus is to inform and educate.

Consider members' professional needs, diversity of membership, etc. in planning topics.

Meeting may include speaker(s), panel discussion, workshop, films and slide shows, etc.

## The Social Meeting

Arranged to promote and improve personal relations among chapter members and officers in a relaxed atmosphere

Excellent opportunity to network with members and to recruit new members

May take the form of dinners, dances, banquets, or receptions

Planning may be assigned to a special committee

## Special Meeting

Meetings called by either the Board or upon the written request of fifteen members entitled to vote within thirty days after the filing of the request with the President or the Executive Director (where applicable). The business to be transacted shall be stated in the notice thereof.

Check your chapter bylaws for specific requirements on calling a special meeting.

## Chapter Liability Insurance

CMSA National provides crime policy coverage for up to \$250,000, for all Presidents and Treasurers of all fully affiliated chapters, who are "A" members of CMSA and in good standing.

Chapters are responsible for obtaining additional coverage listed below through the carrier of their choice.

The National office has contracted with Aon Association Services to provide discount programs for CMSA chapters and members. *Aon Association Services, a Division of Affinity Insurance Services, Inc., in CA, MN & OK a Division of AIS Affinity Insurance Agency, Inc., and in NH & NY a Division of AIS Affinity Insurance Agency.*

**Since all chapters are organized as federal 501 (c)(6) not-for-profit corporations and are business entities, chapters are strongly advised to attain the following coverage:**

**Directors & Officers Insurance-** To include bonding of officers and defense against slander or other suits against an officer when acting on behalf of the chapter. Below are a few of the programs available:

- **Personal Injury and Publisher's Liability Protection** (libel, slander, copyright or trademark infringements)
- **Entity Coverage** (covers the associations name)
- **Broad Coverage** (covers all board members)

For more information on D&O Insurance, contact [www.asae-aon.com](http://www.asae-aon.com) or call 800-453-5191 ext 561

Underwritten by The Hartford's Twin City Fire Insurance Company in Arizona, California, Florida, Louisiana and New Hampshire and by the Trumbull Insurance Company in all other states.

**Association Office Package Insurance Program** – delivers customized coverage on the following types of insurance, plus many more!

- **General Liability-** Comprehensive coverage, products/completed operations, personal and advertising injury, fire damage, legal liability, medical payments, convention and meeting liability.
- **Crime/Employee Dishonesty** - Blanket employee dishonesty, forgery and alteration
- **Experience & Expertise** – including:
  - Employee Benefits Liability
  - Chapter Liability
  - Earthquake and Flood
  - Liquor Liability
- **Computer Systems**

For more information on Association Office Package Insurance, contact [www.asae-aon.com](http://www.asae-aon.com) or call 800-453-5191 ext 398. Provided exclusively by Aon Association Services and The Hartford.

**Event Cancellation Insurance Showstoppers<sup>sm</sup>** – offered through Travelers – delivers these custom-tailored coverages to fit your particular event, plus more!

- **Event Cancellation**
- **Terrorism Coverage**
- **Automatic Coverage** for Miscellaneous, Unreported, Indoor Events

For more information on Event Cancellation Insurance, contact [www.asae-aon.com](http://www.asae-aon.com) or call 800-424-8830.

Program underwritten through Travelers Lloyds of Texas Insurance Company for Texas risks and The Travelers Indemnity Company of Illinois for all other states.

## **CMSA National Structure and Responsibilities**

**Case Management, Inc. (CMI)** - the national management firm

CMSA is a 501(c)(6) professional association under the direction of the association management firm, CMI.

CMI staff implements the day-to-day operation of the association under the direction of CMSA's elected leadership.

### **CMSA Executive Committee**

Executive Committee includes: President, President-Elect, Vice President, Secretary, Treasurer, Past-President, and the Executive Director (non-voting member) & Member-at-Large.

Purpose and function of the Executive Committee is to provide leadership to the full Board and to act in situations that cannot wait until a full Board meeting.

The Board of Directors must ratify any recommendations by the Executive Committee.

Tenure of office for the Executive Committee is one year, except for the President-Elect who serves a three-year term (first year as President-elect, second year as President and third year as Immediate Past-President).

### **CMSA Board of Directors**

The Board of Directors is the elected governing body of CMSA.

The Board of Directors exists to supervise, control and direct the Society.

It consists of the Executive Committee, Chapter Presidents' Council representative, International representative, and five elected Directors who are all case managers and CMSA members. The Directors are elected for staggered three-year terms.

The Board meets 2 - 3 times per year face-to-face, conducts conference calls, as needed, and networks frequently in an online forum.

### **The Nominating Committee and Task Forces**

The President of CMSA appoints the Nominating Committee Chairperson and all Task Forces.

#### **The Nominating Committee**

- ◆ The Nominating Committee's goal is to develop a nomination procedure, which is timely, objective, and informative.
- ◆ The committee will work toward producing a slate of candidates that represents the diversity of the industry.
- ◆ The Nominating Committee is a standing committee - that is, it exists from year to year.

## **Task Forces**

- ◆ Task Forces are established at the discretion of the President.
- ◆ Task Forces are established to study and offer resolution to any issue that may arise.

## **National Focus**

- Providing educational and networking opportunities to members.
- Providing direction and support to the local chapters and members.
- Influencing the direction and practice of case management and coordinating collaborative efforts with other industry associations.
- Monitoring and impacting state and federal legislation.

## **Chapter Services**

The CMSA National Office offers the following support to all affiliated chapters including:

### **Prospective Member List**

- ◆ A list of individuals by state who have requested membership information from the CMSA National Office.

### **Chapter Membership Address Lists**

- ◆ Includes a "New Member" and "Non-Renewing Member" list so you can easily identify new and lapsing members to your chapter. It is very important to make sure the new members feel welcome and are informed of the events and meetings of the local chapter and that expiring members are encouraged to renew.
- ◆ Also, includes a complete list of **all** chapter members to be used in notification and retention of membership campaigns.

### **Chapter Dues Check & Chapter Treasurer List**

- ◆ A monthly mailing that includes an "Account Summary" of dues collection. This is available to all chapters that currently have a President and Treasurer serving their term.

### **Chapter Dispatch**

- ◆ Monthly chapter newsletter from CMSA National highlighting current topics and issues of concern as well as, national information and upcoming events. The Dispatch is emailed monthly to the Chapter President and is available on the CMSA website at [www.cmsa.org](http://www.cmsa.org).
- ◆ On-line you will find copies of the National Executive Director's report and President's Report.

### **Chapter Calendar of Events**

- ◆ National visibility highlighting your chapter's upcoming activities through ***The Case Report***, CMSA's official newsletter located in ***Case in Point***.

### **Non-Profit Tax Exempt Status**

- ◆ The CMSA National office also maintains chapter's non-profit tax-exempt classification with the IRS.

### **Chapter Innovation Awards**

- ◆ Awarded annually at the CMSA Conference and Expo and displayed in CMSA Booth.
- ◆ These awards recognize and reward outstanding innovation and are designed to showcase CMSA chapters who thrive amidst increased competition for members and sponsors.

## **Chapter Leadership Workshop**

- ◆ Held in conjunction with the CMSA Annual Conference & Expo, provides chapter leaders a forum for generating new ideas and improving chapter leadership and management skills.

**Chapter Resources** on the CMSA Website at [www.cmsa.org](http://www.cmsa.org). Go to Membership, then Chapters.

- ◆ Membership Applications & membership/association support materials
- ◆ Past issues of **The Dispatch**
- ◆ Recruitment and Retention Tips
- ◆ Resource Guides – Leadership, Financial, Operational, Membership, etc...
- ◆ Forms for various chapter requests
- ◆ Officer Update Form
- ◆ National Logo Policy and Release Form
- ◆ Highlight chapter websites, conferences and calendar of events

Brochures and flyers are available from Chapter Services Department – professional and colorfully printed promotional materials available to chapters, as needed.

- ◆ Why Join Brochures – Highlights CMSA benefits and Individual and Company applications
- ◆ Educational Resource Library – online educational training
- ◆ CareerCenter – online job postings
- ◆ Communities of Practice – online networking forums
- ◆ Annual Conference Brochures

CMSA National Office offers **full time support** to all chapters through the Chapter Services Department.

## **Chapter Presidents' Council (CPC)**

**Mission Statement** - *To promote and encourage professional development and a standard of excellence among the affiliated chapters of CMSA, while promoting the individual and collective professional development of health care case management.*

- ◆ The Chapter Presidents' Council consists of all chapter presidents, (affiliates and pending) of CMSA.
- ◆ The voting members of the CPC consist of chapter presidents from each fully affiliated chapter of CMSA.

### **Goals of the CPC:**

- ◆ To network and share industry issues. And, to share the requests, needs and solutions specifically related to chapters with one another through the Chapter Presidents Forum and to the National Board of Directors.
- ◆ The CPC Chair, elected annually at the CMSA Annual conference, serves as a representative on the National Board of Directors.
- ◆ The CPC Chair may present any chapter issue to the National President, who, along with the Executive Director, will determine how to address and what additional information is needed.
- ◆ CPC On-Line Forum – a networking tool for Chapter Presidents and President-Elects to network and share ideas, problems, strategies & resources with other chapter leaders. Moderated by CMSA's CPC Chair.

## Incorporation Requirements

All CMSA chapters, along with the National Office, are incorporated in the District of Columbia. Incorporation is accomplished when the CMSA National Office files your Articles of Incorporation with D.C., along with a filing fee of \$100, which the chapter is required to pay. The Articles of Incorporation must comply with all requirements of the District of Columbia Nonprofit Corporation Act, and contain the necessary wording to qualify your organization for federal income tax-exempt status.

When the D.C. government approves the Articles of Incorporation, D.C. will issue your chapter a Certificate of Incorporation. The National Office will forward you this Certificate along with copies of your Articles, Bylaws, and Affiliate Agreement. These documents are very important to save.

**Your chapter must also incorporate as a foreign corporation in the State in which it is located.** (Your chapter is incorporated in D.C. as a domestic corporation.) State law requires that you must register to do business in your own state. Because state's laws vary from state to state, it is the chapter's responsibility to register in its own state. The Secretary of State's office can provide assistance for the chapter in completing this process. Once you have registered as a foreign corporation, please notify the National Office.

## Two-Year Report for Non-profit Corporations

All chapters are incorporated in D.C. as a domestic corporation. In order to remain incorporated in the District of Columbia as a nonprofit association, all chapters must file a report with the D.C. government every two years. This report is called "Two-Year Report for Non-Profit Foreign and Domestic Corporations." It is located on the D.C. government's website at [www.dkra.org](http://www.dkra.org). The filing of this report keeps your chapter in good standing as a corporation. This report is due January 15 every two-years. The cost to file this report is \$75. Even though it is the chapter's responsibility to file this report, you may check with the National Office to see what year your report is due. New chapters are due the first January following their incorporation date, then every two years after. When you file your report, please **make sure to copy the National Office on the report**, so that the National Office can know that it has been filed and that your chapter is in good standing.

## Registered Agent

The D.C. government requires that if your organization is not located in D.C., it must have a registered agent located in D.C. The registered agent that the National Office has hired to serve as the registered agent for the National Office and all the chapters is the Corporation Service Company (CSC). CSC will forward your chapter important legal documents such as the "Two-Year Report" discussed above. Each chapter is responsible for paying CSC an annual fee of \$200\*\* (all CMSA chapters receive a 15% discount from CSC) for services Sept – Aug. CSC will invoice you annually, and it is important that you pay this fee so that you will receive legal documents and comply with the D.C. law.

New chapters are prorated their first year if it falls outside a full billing cycle (Sept – Aug).

\*\*This fee is subject to change as CSC's fee structure changes.

### **Articles of Incorporation**

Chapters must be established as corporations rather than as unincorporated associations at both the national and local levels. The corporate form of organization has the following benefits:

- Gives the chapter the greatest freedom of action, with minimal oversight from state government or courts
- Ensures the chapter will be recognized as a separate entity
- In the absence of fraud or failure to observe the requirements of corporate existence, insulates the incorporators, directors, officers and members from personal responsibility for liabilities of the corporation (although any individual who participates in wrong doing will be liable), actions or guarantees, for breaches of their fiduciary duty to the corporation, or for negligence in their management.

### **Employer Identification Number (EIN)**

Prior to incorporation, a chapter must obtain an EIN number by filing IRS Form SS-4. A chapter must have this number in order to set up a checking account.

**Neither the EIN nor any other number is a sales “tax-exempt” number.** Some states issue registration numbers for sales-tax exemptions; however, most states do not exempt trade associations from state and local sales and property taxes. Under CMSA’s group exemption number, each of the chapters are set up as a 501(c)(6) which allows for federal tax exempt status but not sales tax exemption. Sales tax exemption usually falls to charitable organizations and not business or trade associations.

### **Model Chapter Bylaws**

Governs chapter activity and may be amended with approval from the CMSA National Office. Bylaws include:

- ◆ *Official Chapter Name*
- ◆ *Chapter Purpose*
- ◆ *Officers and Duties*
- ◆ *Number of Directors*
- ◆ *Number and Name of Special Standing Committees*

Generally speaking, amendments to chapter bylaws can be more restrictive, but cannot be less restrictive than the National Bylaws.

Any amendments to the Chapter Bylaws must be approved through CMSA National.

### **Model Affiliate Agreement**

A binding business agreement between a CMSA Chapter and the CMSA National Office. The Affiliate Agreement:

- ◆ Describes the chapter's territory
- ◆ Outlines the responsibilities of the affiliate chapter
- ◆ Outlines the responsibilities of the CMSA National Office

This agreement finalizes the relationship between the chapter and the CMSA National Office. Items to review within the agreement include:

- ◆ Grant of Charter - Describes the chapter territory
- ◆ Membership - All members of the chapter must also be National members
- ◆ Obligations of the Association i.e., chapter educational program, membership materials, member publications, etc
- ◆ Obligations of the Affiliate - Sets forth the chapter's purposes and activities
- ◆ Use of Trademark <sup>TM</sup> and Copyrighted Materials ©
- ◆ Separate Entities Indemnification Revocation or Surrender of Charter - Sets forth circumstances under which a chapter's charter may be revoked

### **Component Minutes**

The secretary is responsible for maintaining an accurate recording of the business that occurs at all chapter meetings. Board and Meeting Minutes:

- ◆ are legal documents and can be subpoenaed
- ◆ should be clear, concise and accurately reflect the business conducted
- ◆ are to be kept in file for the duration of the organization's existence
- ◆ should be accessible to the membership and outside upon request
- ◆ serve as a historical reference for decisions made by the leadership; including policies and positions adopted by the group
- ◆ are useful guidelines for staff, and future officers and leaders
- ◆ make it possible to determine precisely what action was taken on a matter at previous meetings

## Sample Chapter Minutes

**Chapter Name** \_\_\_\_\_ **Meeting Title** \_\_\_\_\_

**Meeting Date and Time** \_\_\_\_\_ **Location** \_\_\_\_\_

- I. Call to Order
- II. Identify persons present and absent by title (Executive Committee, Board, staff, guests). If a person leaves a meeting and requests that his/her departure be noted, the minutes should reflect this.
- III. Indicate if a quorum was present and that proper notice of the meeting was given or waived.
- IV. Approval of minutes of the previous meeting
  - A. Corrections/additions to the minutes should be recorded before action is taken to approve minutes.
  - B. Minutes of the previous meeting should be distributed.
- V. Reports (Optional)
  - A. The report from the \_\_\_\_\_ Committee was reviewed.
- VI. Old Business
- VII. New Business
  - A. Action taken by the leadership should include the following elements:
    1. Number the action as it occurs within the agenda.
    2. Note the month and year the action was taken and reference the group. Example: The Chapter Board took action on the first item of business at their meeting in April 2006.
    3. Identify the maker of the motion.
    4. The action should clearly state what is to occur, who is responsible for the outcome, when reports are due or the charge is to be completed and reflect the fiscal impact.
    5. Actions may have a rationale or support statement to clarify the intent of the action for the reader of the minutes.
    6. Indicate the outcome of the action: Passed, defeated, and amended.
    7. The number of votes for or against an action should be recorded in the minutes. If a person requests that negative vote be recorded, the requests should be honored.
- VIII. Appointments
  - A. Committee & liaison appointments should identify the appointee consenting to serve the term of the appointment.
  - B. Task Force appointments should identify the appointee consenting to serve. The term of the appointment coincides with the completion of the task.
- IX. Confidential Items
  - A. Items requiring confidentiality should not appear in the minutes; however, the leadership should retain them until such time the contents can be made public.
- X. Date and time of the next meeting
- XI. Adjournment

Respectfully submitted:

\_\_\_\_\_  
Chapter Secretary

\_\_\_\_\_  
Date

Note: Secretary should sign and date the minutes and maintain them in a permanent minutes book.