

2) Chapter Organization and Structure

MISSION OF CHAPTERS

The MIT Enterprise Forum is a non-profit organization that promotes the formation and growth of innovative and technologically-oriented companies through a series of specialized executive education programs. Through these programs, the Forum provides networking, leadership opportunities, and life-long connections to MIT while showcasing MIT's role in entrepreneurship in communities around the world.

CHAPTER TAX STATUS AND INCORPORATION

MIT Enterprise Forum Global Office has requested and obtained from the Internal Revenue Service a Group Determination that MIT Enterprise Forum Tax Group (i.e. Central and its Chapters) is exempt from federal taxation and are not subject to IRS private foundation rules provided certain procedures are followed. This requires that each MIT Enterprise Forum Chapter be established as a corporation, preferably a Massachusetts corporation. The sole member/stockholder of each Chapter must be MIT Enterprise Forum Global, which elects the legal Board of Directors of the Chapter. The incorporation documents must contain specific language required by the IRS. A detailed description of the incorporation and documentation requirements can be found at the end of this section.

If a Chapter is not part of the MIT Enterprise Forum Tax Group as described above, it must obtain its own IRS determination letter that the Chapter is a tax-exempt 501(c)(3) organization. Such a Chapter must also review and insure compliance with IRS private foundation rules. Copies of the initial IRS determination must be furnished to MIT Enterprise Forum Global.

Each Chapter must have its own IRS Taxpayer Identification Number. MIT Enterprise Forum Global will obtain the TIN for each Chapter which becomes a part of the MIT Enterprise Forum Tax Group. Other Chapters must obtain the TIN on their own and furnish a copy of the IRS assignment of TIN to MIT Enterprise Forum Global.

CHAPTER CORPORATION BOARD OF DIRECTORS

As discussed in Chapter Tax Status and Incorporation, each Chapter must be incorporated. The legal Board of Directors of the Chapter Corporation consists of 4 or 5 persons, three of which are representatives of MIT Enterprise Forum Global. The other Directors are the current Chapter Chair and, if applicable, the immediate past Chapter Chair. The Board of Directors elects the legal officers of the Chapter Corporation. These consist of a President, a Treasurer and a Clerk, who are representatives of MIT Enterprise Forum Global, and one or more Assistant Treasurers and Assistant Clerks, who are actively involved with the Chapter (see Chapter Officers below). The legal Board of Directors is responsible for oversight of

Chapter activities. The operation of the Chapter is in the hands of the Chapter Executive Committee and the local Chapter Officers.

RECOMMENDED CHAPTER EXECUTIVE COMMITTEE POSITIONS AND CHAPTER OFFICERS

Primary responsibility for the operations of the Chapter and its programs is in the hands of the Chapter Executive Committee and the Chapter Officers. Together, the Chapter Officers and Executive Committee should provide overall direction regarding the policies of the Chapter.

The following is a suggested listing, by Chapter size, of the most probable leadership positions for a Chapter (**boldfaced** positions are crucial for the successful operation of your Chapter):

<i>Small</i> <i>(fewer than 399 alumni)</i>	<i>Mid-Size</i> <i>(400-999 alumni)</i>	<i>Major Market</i> <i>(greater than 1000 alumni)</i>
Chapter Chair	Chapter Chair	Chapter Chair
Vice Chair	Vice Chair	Vice Chair
Treasurer	Treasurer	Treasurer
Secretary	Secretary	Secretary
VC of Sponsorship	VC of Sponsorship	VC of Sponsorship
VC of Programs	VC of Programs	VC of Programs
Nominating Committee Chair	VC of Membership	VC of Membership
Club Chair	VC of Communications	VC of
Board of Directors	(Webmaster, Listserv editor)	(Webmaster, Listserv ed.)
	Nominating Committee Chair	Nom. Comm. Chair
	Club Chair	Club Chair
	Board of Directors	Board of Directors

Note: We suggest that MIT-affiliated groups have a representative on the Chapter Board: These would include the local MIT Club and Sloan Club, if applicable.

BRIEF JOB DESCRIPTIONS FOR KEY POSITIONS

(see sample of full job descriptions further along)

- **Chapter Chair**
 - Convenes, sets agenda and presides over all meetings;
 - Ensures Chapter meets official “MIT Chapter” criteria;
 - Selects committees and appoints chairs;
 - Acts as the primary liaison with the MIT Alumni Association and the Enterprise Forum Global Office;
 - Completes Enterprise Forum annual report;
 - Attends annual Chapter Leadership Conferences.

- **Vice Chair**
 - Serves as the understudy to the Chapter Chair;
 - Assists the Chapter Chair in the management of Chapter operations;
 - May focus attention on volunteer recruitment, retention, and leadership succession.

- **Treasurer**
 - Maintains chapter's checking, savings, and other financial accounts;
 - Pays all outstanding bills;
 - Reports regularly to the Executive Committee and to the Board of Directors about chapter finances;
 - Files appropriate state and local tax forms and sends copies to Enterprise Forum Global office.

- **Secretary**
 - Takes minutes and maintains records of all meetings;
 - Files copies of meeting minutes with the Enterprise Forum Global Office;
 - Maintains local Chapter copy of Corporate Minute/Records Book in coordination with the Enterprise Forum Global Office;
 - Notifies Enterprise Forum Global Office promptly of any and all legal notices or governmental inquiries;
 - Keeps records of alumni/ae and non alumni, as well as Chapter members and constituents.

- **Vice Chair of Sponsorship**
 - Establishes goals for number of sponsors and dollar amount chapters need;
 - Works closely with Vice Chair of Programs to establish event budget;
 - Creates sponsor subcommittees as needed;
 - Convenes, sets agenda and presides over sponsorship committee meetings.

- **Vice Chair of Programs**
 - Establishes goals for the number and type of events chapters will host;
 - Recruits and directs volunteers for events and activities;
 - Creates program subcommittees as needed;
 - Convenes, sets agenda and presides over program committee meetings.

- **Vice Chair of Membership**
 - Establishes and executes an annual membership solicitation plan for the recruitment and retention of dues-paying members;
 - Provides the Enterprise Forum Global Office with up-to-date information including lists of dues-paying members and address changes;
 - Convenes, sets agenda and presides over membership committee meetings.

- **Vice Chair of Communications**
 - Sets standards for chapter communication pieces in accordance with manual guidelines;
 - Develops mailing schedule in conjunction with the Chapter Program Committee;
 - Maintains records of Chapter's U.S. Postal mailing indicia, if one exists;
 - Determines production procedures for Chapter mailings;
 - Creates a Communications sub-committee as needed, members of the sub-committee may include:
 - Webmaster
 - Email List Editor
 - Newsletter Editor

CHAPTER OPERATING GUIDELINES

All MIT Enterprise Forum Chapters are required to have, and operate according to, a set of Operating Guidelines which describe the manner in which Chapter operations will be conducted. MIT Enterprise Forum Global provides a generic set that it recommends Chapters adapt to their specific requirements. Whether or not a Chapter uses the MIT Enterprise Forum Global-provided Operating Guidelines, a current and signed set must be sent to MIT Enterprise Forum Global in Cambridge.

ANNUAL GOAL SETTING FOR CHAPTERS

Just as important as your Chapter's mission statement and bylaws is the set of annual goals by which you govern the Chapter on a day-to-day basis. Without clearly defined S.M.A.R.T. (Specific, Measurable, Attainable, Realistic and Time-based) goals, your Chapter will struggle to determine priorities, set budgets, and carry out activities. In addition, the measurement of goal achievement helps to provide a history of the Chapter's most significant objectives — the recruitment of dues-paying members, the recruitment of volunteers, and the scheduling of events and programs.

The governing body of the Chapter should have an annual meeting to set goals, usually following an all-member planning event. We urge each Chapter to set as a minimum the following goals:

- a goal for the number of dues-paying members
- a goal for the number of events
- a goal for the number of volunteers
- a goal for MIT alumni involvement

A membership goal should be based upon the market penetration percentage of the local alumni population. There is much to be considered when setting a membership goal. First, you must determine a reasonable dues amount for your area that will in turn support the budget of your chapter and the basic costs of membership (newsletters, mailings, etc). You must also determine the number of members there have been in the past, preferably examining the last five years' membership history. You may wish to consider setting a multiple year goal in this area.

A goal for the number and type of events your chapter will hold is also important. Without such a goal, varying chapter leaders may compete for budget resources and/or key event dates. Everyone must be clear on the primary event objectives and strategies, and the leader of the program area (usually VC of Programs) must be the clearinghouse for event scheduling. An ideal way to determine how many events you wish to plan is to break down your list of past events first by type of event. By breaking your events down into categorical goals, you will also have a good starting place for determining your volunteer needs.

Volunteers are the backbone of your Chapter. You must have adequate volunteers to carry out the activities and events as well as the general organizational duties, such as membership development, budget and finance, and communications. By developing a structure with deep resources at the committee level, you can provide a natural pipeline of volunteers to bring up the leadership ladder.