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PMI MEMPHIS TN CHAPTER

BYLAWS

Submitted by:

John Schmitt, PMP

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BYLAWS

Article I – Name, Principle Office and Relationship to PMI
Section 1. This organization shall be called the Project Management Institute, Memphis TN Chapter (hereinafter “the Chapter”, or “PMI Memphis TN Chapter”). This organization is a local chapter chartered by the Project Management Institute, Incorporated (hereinafter “PMI”) and separately incorporated as a non-profit, tax exempt corporation (or equivalent) organized under the laws of the State of Tennessee.

Section 2. The principal office of the PMI Memphis TN Chapter shall be located in Memphis in the STATE of TENNESSEE.

Section 3. The PMI Memphis TN Chapter is responsible to the duly elected PMI Board of Directors and is subject to all PMI policies, procedures, rules and directives lawfully adopted.

Section 4. The PMI Memphis TN Chapter shall meet all legal requirements in the jurisdiction(s) in which the PMI Memphis TN Chapter conducts business or is incorporated/registered.

Section 5. The bylaws of the PMI Memphis TN Chapter may not conflict with the current PMI’s Bylaws and all policies, procedures, rules or directives established or authorized by the PMI Board of Directors as well as with the PMI Memphis TN Chapter Charter with PMI.

Section 6. The terms of the Charter executed between the PMI Memphis TN Chapter and PMI, including all restrictions and prohibitions, shall take precedence over these Bylaws and other authority granted hereunder.

Article II – Purpose
Section 1. The PMI Memphis TN Chapter will provide a forum to promote the goals and principles of the Project Management Institute through networking with other project managers/members, sharing project experiences, providing and receiving training, and supporting Project Management professionals in their certification efforts.

Section 2. The PMI Memphis TN Chapter will be recognized as a dynamic organization dedicated to serving the business, government, and educational communities of Memphis TN and surrounding area, through the advancement of Project Management.

Section 3. The objectives of the PMI Memphis TN Chapter are to:

- Advance the mission and objectives of the Project Management Institute within the Memphis Chapter area
• Develop a growing and committed membership of local Project Management professionals through an aggressive recruiting and retention plan

• Promote professional Project Management principles and techniques with local businesses, universities, and professional associations

• Support and enhance Project Management professionalism by developing and providing quality programs based on membership needs

• Create and deliver an educational program that strengthens local Project Management professionals’ skills and supports the Project Management Institute Professional Certification Program

• Establish an online “Memphis Area Project Management Center” that promotes PM, referral service, one-on-one discussions, etc.

Article III – Membership

Section 1. Membership in this organization shall be voluntary and open to any person, interested in furthering the purposes of the Institute, without regard to race, creed, color, age, sex, marital status, national origin, religion, physical or mental disability.

Section 2. Membership in the Chapter requires membership in PMI. The Chapter shall not accept as members any individuals who have not been accepted as PMI members, and shall not create its own membership categories.

Section 3. All Chapter members in good standing may vote and hold office, student members may not vote or hold office.

Section 4: Members shall be governed by and abide by the PMI Bylaws and by the bylaws of the PMI Memphis TN Chapter and all policies, procedures, rules and directives lawfully made there under.

Section 5: All members shall pay the required PMI and Component membership dues to PMI and in the event that a member resigns, PMI or the PMI Memphis TN Chapter shall not refund membership dues.

Section 6: Membership in the PMI Memphis TN Chapter shall terminate upon the member’s resignation, failure to pay dues or expulsion from membership for just cause.

Section 7: Members who fail to pay the required dues for one (1) month shall be delinquent and their names removed from the official membership list of the PMI
Memphis TN Chapter. A delinquent member may be reinstated by payment in full of all unpaid dues for PMI and the PMI Memphis TN Chapter to PMI.

Section 8: Upon termination of membership in the PMI Memphis TN Chapter, the member shall forfeit any and all rights and privileges of membership.

Section 9. The membership database and listings provided by PMI to the PMI Memphis TN Chapter may not be used for commercial purposes and may be used only for non-profit purposes directly related to the business of the PMI Memphis TN Chapter, consistent with PMI policies.

**Article IV– Officers**

Section 1. The Chapter Board of Directors shall consist of elected Officers and the Immediate Past President as ex-officio officer. All officers shall be members in good standing of PMI and of the PMI Memphis TN Chapter. Officer(s) are elected each year. The Board of Directors shall be solely responsible for the management of the affairs of the Chapter.

Section 2. The PMI Memphis TN Chapter shall have nine elected officers to serve in the following positions:

- President
- VP Communications
- VP Finance/Secretary
- VP Membership
- VP Public Relationships
- VP Programs
- VP Special Events
- VP Publications
- VP Education and Certification

Section 3. The President shall be the chief executive officer for the PMI Memphis TN Chapter and of the Board, and shall perform such duties as are customary for presiding officers, including making all required appointments with the approval of the Board. The President shall also serve as a member ex-officio with the right to vote on all committees except the Nominating Committee.

Section 4. The VP Communications shall keep the records of all business meetings of the PMI Memphis TN Chapter and meetings of the Board.

Section 5. The VP Finance/Secretary shall oversee the management of funds for duly authorized purposes of the PMI Memphis TN Chapter.

Section 6. The VP Membership shall be responsible for the development and maintenance of a Chapter membership plan that assures continued growth
through aggressive recruiting and partnering with major area employers and the development and implementation of a retention program.

Section 6. The VP Public Relations shall be responsible for publicity of the local PMI Memphis TN Chapter and PMI to internal and external publications and through partnering with local businesses.

Section 7. The VP Programs shall be responsible for the development and delivery of programs relating to project management for each scheduled Chapter meeting. The content of these programs is to be consistent and in accordance with the objectives of the PMI Memphis TN Chapter and with approval of the Chapter Board of Directors.

Section 8. The VP Special Events shall be responsible for promoting the project management profession through the planning and coordination of special events, as identified by the Chapter Board, designed to enhance and expand the skills and knowledge of project managers.

Section 9. The VP Publications shall be responsible for promoting the local chapter through publications, newsletters, web media and other documentation designed to enhance and expand the Chapter and PMI.

Section 10. The VP Education and Certification shall be responsible for promoting the project management profession through the development of educational publications, seminars, and workshops designed to enhance and expand the skills and knowledge of project managers.

Section 11. The Immediate Past President shall assist in preparation and conduct of any special projects, seminars or meetings in support of other Chapter Board members, or in liaison with any project manager appointed for a specific project, which the Chapter decides to undertake

**Article V – Board of Directors**

Section 1. The Board of Directors (Board) shall govern the PMI Memphis TN Chapter. The Board shall be responsible for carrying out the purposes and objectives of the non-profit corporation (or equivalent).

Section 2. The Board shall consist of the officers of the PMI Memphis TN Chapter.

Section 3. The Board shall exercise all powers of the PMI Memphis TN Chapter, except as specifically prohibited by these bylaws, the PMI Bylaws and policies, and the laws of the jurisdiction in which the organization is incorporated/registered. The Board shall be authorized to adopt and publish such policies, procedures and rules as may be necessary and consistent with
these bylaws and PMI Bylaws and policies, and to exercise authority over all PMI Memphis TN Chapter business and funds.

Section 4. The Board shall meet at the call of the President, or at the written request of three (3) members of the Board directed to the President. A quorum shall consist of no less than one-half of the membership of the Board at any given time. Each member shall be entitled to one (1) vote and may take part and vote in person only. At its discretion, the Board may conduct its business by teleconference, facsimile or other legally acceptable means. Meetings shall be conducted in accordance with parliamentary procedures determined by the Board.

Section 5. The Board of Directors shall declare an officer position to be vacant where an officer ceases to be a member in good standing of PMI or of the PMI Memphis TN Chapter by reason of non-payment of dues, or where the officer fails to attend two (2) consecutive Board meetings. An officer may resign by submitting written notice to the President or VP Communications. Unless another time is specified in the notice or determined by the Board, the resignation shall be effective upon receipt by the Board of the written notice.

Section 6: An officer may be removed from office for just cause in connection with the affairs of the organization by a two-thirds (2/3) vote of the members present and in person at an official meeting of the membership, or by a two-thirds (2/3) vote of the Board.

Section 7: If any officer position becomes vacant, the Board may appoint a successor to fill the office for the un-expired portion of the term for the vacant position. In the event the President is unable or unwilling to complete the current term of office, the VP Membership shall assume the duties and office of the presiding officer for the remainder of the term.

Article VI – Nominations and Elections

Section 1. The nomination and election of officers shall be conducted annually in accordance with the terms of office specified in Article IV, Section 1 and Article V, Section 2. All voting members in good standing of the PMI Memphis TN Chapter shall have the right to vote in the election. Discrimination in election and nomination procedures on the basis of race, color, creed, gender, age, marital status, national origin, religion, physical or mental disability, or unlawful purpose is prohibited.

Section 2. Candidates who are elected shall take office on the first day of January following their election, and shall hold office for the duration of their terms or until their successors have been elected and qualified.

Section 3. A Nominating Committee shall prepare a slate containing nominees for each Board position and shall determine the eligibility and willingness of each nominee to stand for election. Candidates for Board positions may also be
nominated by petition process established by the Nominating Committee or the Board. Elections shall be conducted: (a) during the annual meeting of the membership or (b) by mail/electronic ballot to all voting members in good standing. The candidate who receives a majority of votes cast for each office shall be elected. Ballots shall be counted by the Nominating Committee or by tellers designated by the Board.

Section 4. No current member of the Nominating Committee shall be included in the slate of nominees prepared by the Committee.
**Article VII – Committees**

Section 1. The Board may authorize the establishment of standing or temporary committees to advance the purposes of the organization. The Board shall establish a charter for each committee, which defines its purpose, authority and outcomes. Committees are responsible to the Board.

Section 2. The President with the approval of the Board shall appoint all committee members and a chairperson for each committee. Committee members may be appointed from the membership of the organization.

**Article VIII - Finance**

Section 1. The fiscal year of the PMI Memphis TN Chapter shall be from 1 January to 31 December.

Section 2. Annual membership dues shall be set by the Board and communicated to PMI in accordance with policies and procedures established by the PMI Board of Directors.

Section 3. The Board shall establish policies and procedures to govern the management of its finances and shall submit required tax filings to appropriate government authorities.

Section 4. All dues billings, dues collections and dues disbursements shall be performed by PMI.

**Article IX – Meetings of the Membership**

Section 1. An annual meeting of the membership shall be held at a date and location to be determined by the Board.

Section 2. Special meetings of the membership may be called by the President, by a majority of the Board, or by petition of ten percent (10%) of the voting membership directed to the President.

Section 3. The Board shall send notice of all annual and special meetings to all members at least 45 days in advance of the meeting. Action at such meetings shall be limited to those agenda items contained in the notice of the meeting.

Section 4. A quorum at all annual and special meetings of the PMI Memphis TN Chapter shall be ten percent (10%) of the voting membership in good standing, present in person.

Section 5. All meetings shall be conducted according to parliamentary procedures determined by the Board.
Article X – Conflict of Interest

Section 1. No member of the PMI Memphis TN Chapter shall receive any pecuniary gain, benefit or profit, incidental or otherwise, from the activities, financial accounts and resources of the PMI Memphis TN Chapter, except as otherwise provided in these bylaws.

Section 2. No officer, appointed committee member or authorized representative of the PMI Memphis TN Chapter shall receive any compensation, or other tangible or financial benefit for service on the Board. However, the Board may authorize payment by the PMI Memphis TN Chapter of actual and reasonable expenses incurred by an officer, committee member or authorized representative regarding attendance at Board meetings and other approved activities.

Section 3. PMI Memphis TN Chapter may engage in contracts or transactions with members, elected officers, appointed committee members or authorized representatives of PMI Memphis TN Chapter and any corporation, partnership, association or other organization in which one or more of PMI Memphis TN Chapter’s directors, officers, appointed committee members or authorized representatives are: directors or officers, have a financial interest in, or are employed by the other organization, provided the following conditions are met:

- The facts regarding the relationship or interest as they relate to the contract or transaction are disclosed to the board of directors prior to commencement of any such contract or transaction
- The board in good faith authorizes the contract or transaction by a majority vote of the directors who do not have an interest in the transaction or contract
- The contract or transaction is fair to PMI Memphis TN Chapter and complies with the laws and regulations of the applicable jurisdiction in which PMI Memphis TN Chapter is incorporated or registered at the time the contract or transaction is authorized, approved or ratified by the board of directors.

Section 4. All officers, appointed committee members and authorized representatives of the PMI Memphis TN Chapter shall act in an independent manner consistent with their obligations to the PMI Memphis TN Chapter and applicable law, regardless of any other affiliations, memberships, or positions.

Section 5. All officers, appointed committee members and authorized representatives shall disclose any interest or affiliation they may have with any entity or individual with which the PMI Memphis TN Chapter has entered, or may enter, into contracts, agreements or any other business transaction, and shall refrain from voting on, or influencing the consideration of, such matters.
**Article XI - Indemnification**

Section 1. In the event that any person who is or was an officer, director, committee member, or authorized representative of the PMI Memphis TN Chapter acting in good faith and in a manner reasonably believed to be in the best interests of the PMI Memphis TN Chapter has been made party, or is threatened to be made a party, to any civil, criminal, administrative, or investigative action or proceeding (other than an action or proceeding by or in the right of the corporation), such representative may be indemnified again reasonable expenses and liabilities, including attorney fees, actually and reasonably incurred, judgments, fines and amounts paid in settlement in connection with such action or proceeding to the fullest extent permitted by the jurisdiction in which the organization is incorporated. Where the representative has been successful in defending the action, indemnification is mandatory.

Section 2. Unless ordered by a court, discretionary indemnification of any representative shall be approved and granted only when consistent with the requirements of applicable law, and upon a determination that indemnification of the representative is proper in the circumstances because the representative has met the applicable standard of conduct required by law and in these bylaws.

Section 3. To the extent permitted by applicable law, the PMI Memphis TN Chapter may purchase and maintain liability insurance on behalf of any person who is or was a director, officer, employee, trustee, agent or authorized representative of the PMI Memphis TN Chapter or is or was serving at the request of the PMI Memphis TN Chapter as a director, officer, employee, trustee, agent or representative of another corporation, domestic or foreign, non-profit or for-profit, partnership, joint venture, trust or other enterprise.

**Article XII - Amendments**

Section 1. These bylaws may be amended by a two-thirds (2/3) vote of the voting membership in good standing present at an annual meeting of the PMI Memphis TN Chapter duly called and regularly held; or by a two-thirds (2/3) vote of the voting membership in good standing voting by mail/electronic ballot returned within thirty (30) days of the date by which members can reasonably be presumed to have received the ballot. Notice of proposed changes shall be sent in writing to the membership at least thirty (30) days before such meeting or vote.

Section 2. Amendments may be proposed by the Board on its own initiative, or upon petition by ten percent (10%) of the voting members in good standing addressed to the Board. The Board with or without recommendation shall present all such proposed amendments.

Section 3. All amendments must be consistent with PMI’s Bylaws and the policies, procedures, rules and directives established by the PMI Board of Directors, as well as with the PMI Memphis TN Chapter’s Charter with PMI.
Article XIII – Dissolution
Section 1. Should the PMI Memphis TN Chapter dissolve for any reason, its assets shall be dispersed to a charitable organization designated by the voting membership after the payment of just, reasonable and supported debts, consistent with applicable legal requirements.
Strategic Plan – Updated for 2005

BACKGROUND

Established in 1969 and headquartered in Philadelphia, Pennsylvania USA, the Project Management Institute (PMI) is the world’s leading not-for-profit project management professional association, with over 112,000 members in 125 countries worldwide. During 2002 and 2003, the PMI Board of Directors developed a strategic plan for the Institute that is updated annually. This is important in order to achieve PMI’s long-term vision for the future, that:

WORLDWIDE, ORGANIZATIONS WILL EMBRACE, VALUE AND UTILIZE PROJECT MANAGEMENT AND ATTRIBUTE THEIR SUCCESS TO IT.

In order to support the overall strategic plan of PMI, and to align the Memphis, TN chapter accordingly, the PMI Chapter Board of Directors have identified core members under the leadership of the president to develop strategic plans in alignment with PMI’s strategic plan.

Methodology

The development of the strategic plan for the chapter was initiated by sending core team members Greg Hausmann, John Schmitt & Saji Madapat to PMI’s Baltimore Leadership Conference in September 2003. The team attended the key educational track on strategic planning and received valuable input from the other leaders who shared their experience. The Leadership Institute participation and networking helped enormously.

Based on the knowledge acquired at the leadership conference, the team identified the process for developing the strategic plan for the chapter. This plan is reviewed and update annually as needed.

Prior to strategic planning efforts, the core team did an assessment of the chapter’s environment and our position in it. The assessment included:

- Operating Environment Analysis
- Identification of the Chapter’s direct and indirect Stakeholders
- Strengths, Weaknesses, Opportunities, and Threats Analysis (SWOT)
- Achievements of the 2003 PMI Memphis, TN Chapter Board
- Financial Analysis

Then, the chapter analyzed the PMI Headquarters’ vision and mission. In order to support the overall strategic plan of PMI, we developed a strategic plan in alignment with PMI’s strategic plan.
In order to achieve the vision and mission the team identified key strategic goal areas for the chapter for the period of 2004-2006. Following are our key strategic goal areas:

- Image and Brand
- Networking and Community
- Professional Development
- Knowledge
- Advocacy

After intensive brainstorming the core team prepared a strategic plan and submitted it to the Chapter Board at the November 2003 Board meeting. The board unanimously agreed on it and requested the core team present it at the chapter meeting on December 2, 2003 and again at the January 2005 chapter meeting. The presentation was well received and motivated many members to become actively involved in various chapter volunteer activities. The chapter also decided to take it to the next level by publishing the strategic plan on the chapter website to target the entire chapter.

As a path forward, the chapter decided to further fine tune the strategic plan based on the feedback from the December 2003 chapter meeting and requested each Board member to design their operational and tactical plan to achieve the strategic plan.

I. ASSESSMENT

I.a Operating Environment and Analysis
Prior to undergoing strategic planning efforts, the core team identified the chapter’s environment and our position in it.

Chapter Stakeholders
We scanned the existing environment and identified the key stakeholders as those who decided the success and failure of the chapter.

Direct
Direct stakeholders who directly influence or are affected by the chapter activities include:

- Chapter members
- PMI Memphis, TN Chapter Board members
- PMI – HQ
- Chapter Corporate Sponsors (i.e. CBU)

Indirect
The activities of the chapter are also targeted towards:

- Local corporations
- Local schools, colleges, and universities
• General public
• Those entities which pay the dues for some members

Structure
The Chapter is a registered component of PMI, headquartered in Pennsylvania. We are organized as a non-profit Tennessee Corporation, with a Constitution and By-Laws. We have members living in the Memphis metropolitan area, who choose to pay the annual membership dues. The chapter is run through a group of elected officers who serve as the Board of Directors.

Activities
The main chapter activities are monthly chapter meetings and numerous educational opportunities throughout the year. We conduct a Professional Development Day during the fall of each year. Our PMP prep classes are conducted 3 to 4 times a year, which is the main source of revenue for the chapter.

Benchmarks
Our chapter’s success is measured based on the attendance at monthly meetings, chapter membership growth, growth in the number of PMP’s in the chapter and the financial position of the chapter.

I.b SWOT Analysis
Then the core team performed a strengths, weaknesses, opportunities, and threats analysis for the chapter:

Strengths
Our key strengths lie in our successful 6 years of rich experience and strong financial position. Status of “2002 Chapter of the Year” and “2002 President of the Year” boosts our confidence and marketability. Our chapter stakeholder base now covers over 70+ employers in the Memphis area.

Weaknesses
We do have weaknesses including lack of financial sponsors, shortage of volunteers for development of future leaders, little participation from the non-IT industry, leadership beyond the Board team that is not readily apparent and coverage of a large geographic zone. Our strategic plan is not yet in place and we need to do much more to tap the huge potential.

Opportunities
The weaknesses provided us tremendous opportunities too. We have the potential to collaborate with related organizations like Diversity SIG who are in the PM area. We can outreach to include community relations activities through organizations like the Chamber of Commerce. We can provide expanded services to chapter members and differentiate value
provided to chapter members vs. non-members (without being overtly negative to them). We need to investigate the potential CAPM prep class that can be a fundraiser to provide more value to the chapter. Also we need to study the potential educational short-course opportunities and new products like OPM3 from HQ that are going to dictate the future. Press release documents are a cost effective way for conveying our messages and we need to it utilize effectively.

**Threats**
PMP prep classes are our main source of present income, but other education providers can be a threat to us. Over 40% of the current members are PMP’s and PMP prep class income may decline as more get certified. Memphis’ economic climate does not support the fees we need to charge to provide a higher-quality PDD event and experience. Monthly meetings are a key program for the chapter, so supplying continued value to the attendees is paramount. Maintaining the quality of programs is an important element. Relatively high member draw and focus on IT side of PM applications, compared to residential/industrial construction and engineering areas. The FedEx “umbrella” is the largest employer in the area and as such supplies 95 of our 276 members (as of 11/30/04).

The success of the chapter has heavy reliance on dedicated board members. We need to better promote the value of volunteering and the chapter needs to get to the point where the officer nomination and election process offers the membership an opportunity to select from multiple well-qualified leadership candidates rather than from what might appear to be a hand picked slate.

**I.c Current Position**
The Memphis Chapter already has an organizational structure and core programs, products and services for its members and other markets. We are in a process where we assess its core competencies and begin to use its unique position to attract members, customers and potential partners. We are in the process of achieving strategic stage by advancing from developmental stage. The chapter is in a generally healthy position and utilizing the PMI maturity model, we assess the PMI Memphis, TN Chapter to be moving from developmental point to strategic phase in the Lifecycle. The chapter had grown to 276 members and 135 PMP’s as of November 30, 2004. Approximately 45 people attend each monthly meeting (ranges from ~32 to ~68). The chapter won PMI’s “2002 Chapter of the Year” and “2002 President of the Year” awards. The chapter has sufficient leadership for 2005, but is struggling to identify people for future core-leadership roles. The leadership team is in the process of developing a Corporate Partnership program to identify and capitalize on alliance and sponsorship opportunities.

**I.d Achievements of PMI Memphis Chapter Board 2004**
For the first time in chapter history, a dedicated and strategically focused Board was developed. We brought efficiency to board meetings by implementing agenda format, time limits and other ideas. One of the board members is a
graduate of PMI’s prestigious Leadership Institute class of 2004 which is offered through CCL (Center for Creative Leadership), rated top 4th Executive Management Program by Business Week.

We prepared a detailed ground zero 2004 budget after analyzing our chapter’s financial history & strategy. Good execution led to a financial position that is stronger than ever and many chapters are taking our advice to prepare their financial strategy. Over 40% of chapter members are PMP’s, which is a record level in chapter history. The Board made a strategic investment in leadership development by sending them to leadership conferences. Without those investments, achievements like strategic planning could not have been derived. We had record attendance and a successful year in which approximately 45 people attended each monthly meeting. We have appeared in PMI Today and other news media through our contribution to CBU for Project Management Scholarship.

II VISIONING

II.a Memphis Chapter Vision
To be recognized in Memphis and the surrounding area as the organization and resource of choice for the Project Management profession.

II.b Memphis Chapter Mission
Shape and develop a strategic focused and enthusiastic PMI Memphis, TN Chapter Board & volunteer community to develop the capabilities of its members and organizations in Memphis and the surrounding area, of various sizes and types, in various industries and cultures to execute organizational strategy through successful projects.

The Memphis, TN Chapter will maximize member value by:

- Creating an environment and opportunity to develop knowledge, skills professionalism the of project management
- Fostering and enabling corporate, community and educational networking opportunities
- Partnering with business and academia to unleash the power of project management
- Attracting, developing and retaining leadership to ensure the future of the organization.
II.c Strategic Goal Areas
In order to implement a strategic plan, we identified our key strategic goal areas:

- Image & Brand
- Networking & Community
- Professional Development
- Knowledge
- Advocacy
III DIRECTION SETTING – Strategic Plan Goals

III.a Image and Brand
We need to establish and communicate a standard “look and feel” for the PMI Memphis, TN Chapter’s logo and documents, as well as usage of them. Also, we need to improve usage, visibility, and recognition of PMI's name and Chapter logo in the Memphis metropolitan area. All events and chapter-issued documents should deliver high levels of professionalism.

III.b Networking and Community
We need to promote PMI within the local community and those who practice project management and participate in local PM related events. Also, we need to develop Corporate Sponsors and partner with local organizations (e.g. Chamber of Commerce Technology Council). We can provide opportunities for board members to interface with PMI and other components. We are planning to grow the chapter membership by 30% to 360 by December 31, 2007.
We want to expand the Chapter’s membership/involvement from the industrial/commercial construction and engineering PM professionals in the area.

III.c Professional Development
Providing opportunities for members to increase their knowledge, understanding, and skills in project management is a key goal. We need to provide opportunities to members to improve their leadership skills and visibility to them as they do. Sponsoring professional events focused on Project Management and working with educational institutions to advance awareness of project management are important to us. We can provide monthly meeting programs that provide project management value to attendees. We are planning to increase the PMP’s to 50% of the total chapter membership by December 31, 2007 as the chapter membership grows.

III.d Knowledge
We need to expand knowledge of and use of the project management resources that are available through the chapter library. Also we need to initiate and institutionalize a mechanism for sharing of resource skills for identified needs in our area. We are planning to sponsor a member to PMI’s prestigious Leadership Institute who can bring back knowledge and value to the Memphis Chapter.

III.e Advocacy
Through the advocacy of the PMI Memphis, TN Chapter, the local leaders (influencers) and decision makers in all sectors who can benefit from Project Management are aware of PMI and the Memphis chapter. We need to search out local conferences through which our group can make presentations or display our “product” and capabilities. We need to demonstrate that utilization of project management skills leads to achievement of the chapter’s organizational results. We need to utilize PMI Headquarters as a resource as may be needed.
**PATH FORWARD**

We need to communicate strategic goals to chapter stakeholders and encourage their feedback through mechanisms like presentations and publications. We need to take the feedback from all stakeholders, finalize the strategic plan and develop a roadmap to achieve our goals & objectives.

Strategic planning is only a beginning, we need to optimize the strategic plan on a regular basis and each VP will prepare an operational and tactical plan for their respective area. Also, we need to maintain alignment with PMI’s strategic goal changes.
President
The President shall be the chief executive officer for the PMI Memphis TN Chapter and of the Board, and shall perform such duties as are customary for presiding officers, including making all required appointments with the approval of the Board. The President shall also serve as a member ex-officio with the right to vote on all committees except the Nominating Committee.

General actions
- Charter special committees
- Review DEP monthly report
  - Send welcome letter to new members
  - Send/present congratulations letter and certificate to new chapter PMP’s
- Maintain accurate records of all correspondence, meeting minutes, chapter accomplishments, news paper articles, etc
- Review financial data with VP Finance and Internal Audit team at least quarterly
- Present CBU with annual scholarship (currently $2500)
- Attend or insure chapter representation at PMI Leadership Conference and Region 14 Conference
- Review chapter by-laws and charter annually
- Insure annual charter renewal is submitted to PMI on time
- Maintain an inventory of all chapter property
- Ensure proper “branding” of chapter and PMI logo’s by providing letterhead and other stationary forms as necessary

Monthly meeting
- Prior to monthly meeting, verify attendees with VP Programs
- Review guest speaker’s bio
- Develop meeting survey
- Chair meeting
  - Ask first time attendees to introduce themselves
  - Make any news announcements from PMI or other sources
  - Introduce officers and ask for updates
  - Present letter and certificate to new PMP’s
  - Introduce guest speaker
  - Prior to adjourning, remind attendees of next meeting and to complete meeting survey
  - Present guest speaker with LOA and certificate
  - Verify cash received and attendees balances – have VP Finance sign attendance sheet and accept money for deposit

Monthly board meetings
- Chair monthly board meeting
  - Develop agenda – ask officers for agenda items
- Review current status of chapter
- Have officers update their programs
- Review/resolve issues
- Schedule next meeting date/time/location

**Additional duties**

- Represent the chapter on the Chamber of Commerce, Memphis Technology Council
  - Point-of-contact - Della Adams [dadams@memphischamber.com]
  - Attend quarterly luncheon
  - Attend social “Mixers” when scheduled
  - Present on PM topics when asked
- Provide quarterly updates of chapter activities to the Region 14 Mentor
- Post job announcements to Memphis_Chapter_PMI yahoo groups site
- Check Post Office box weekly
VP Membership
The VP Membership shall be responsible for the development and maintenance of a Chapter membership plan that assures continued growth through aggressive recruiting and partnering with major area employers and the development and implementation of a retention program.

The V.P. of Membership’s primary role is to recruit and retain chapter members. Secondary role is to greet attendees at the chapter’s monthly meetings, collect registration fee, and ensure the attendance and amount collected from the attendance is verified. The V.P of Membership also serves as acting president in the event the president is not available.

General Actions
- Review the monthly DEP (PMI chapter membership data)
  - Send letters to the non renewals and the potential members
- Attend meetings and encourage membership in the chapter.
- Attend special events and man the chapter booth
- Keep up with items such as chapter shirts, brochures, membership packets, and other material
- Speak out on the benefits of PMI, the local chapter, and its programs
- Order supplies, shirts, brochures, and other advertising material as needed.
- Review sign up sheet for potential members.
- Attend board meetings
- Give report on membership numbers
- Advise on behalf of the members of the chapter on decisions that the board has to make
VP Finance
The VP Finance shall oversee the management of funds for duly authorized purposes of the PMI Memphis TN Chapter. Specifically:

- Maintain all bank statements, account information, etc.
- Manage the check book and transactions.
- Budget for current and upcoming year
- Prepare Income statement and other financial
- Coordinate ACH/wire transfer transactions from PMI Headquarters
- Audit financial statements
- Manage Employer Identification Number (EIN) or Tax identification number
- Documentation/records on state tax exemption
- Maintain QuickBooks software package for all transactions and financial reporting.

Internal Control of Cash

Cash Receipts Description:
Dues are collected through national PMI dues process. Each member remits their dues to PMI through check or credit card. PMI HQ directly deposit in the bank through ACH. The VP Finance records the transaction either from the bank statement or when the President emails him a copy of "Member Group Transaction Report" from HQ.

PMP Exam Prep Course & Professional Development Day:
Most of the fees for the review course come through local PMI Web site using the link to WWW.ACTEVA.COM. ACTEVA.COM sends checks to PMI Memphis Chapter. The V.P. of Finance deposits checks in the bank. If a participant does not use the Web site but instead gives a personal check to an officer of the local chapter, the check is routed to V.P. of Finance who deposits in the bank.

Cash collected at Chapter meetings:
The V.P. of Membership collects the cash from the V.P. Membership or from the officer collecting at the door. The total amount collected is reconciled with this sign-in sheet by the end of the meeting. If there is a discrepancy between actual amounts received and what should have been received, this should be noted on the sign-in sheet. The V.P. of Membership or officer who collected the money signs the sheet and gives it and the cash to the V.P. of Finance to deposit the funds.

Shirt Sales:
Shirt Sales income is collected by VP Membership. VP Membership sends cash/check to V.P. of Finance who deposits checks/money in the bank.
Cash Disbursements Description:
- Invoices/Check Requests: All invoices except the V.P. of Finance are given to the V.P. of Finance. He reviews and writes a check and records in the ledger.
- V.P. of Finance submits his invoices and check requests to the President. The President approves the check requests. The check is written and signed by the President.
- The authority for the V.P. of Finance to spend chapter funds are discussed and approved at the board meetings and documented in the meeting minutes.

Reporting
The V.P. of Finance prepares and publishes all financial reports.

Tax Exemption
Chapter needs to adhere to its tax exemption requirements.
VP Programs
The VP Programs shall be responsible for the development and delivery of programs relating to project management for each scheduled Chapter meeting. The content of these programs is to be consistent and in accordance with the objectives of the PMI Memphis TN Chapter and with approval of the Chapter Board of Directors.

Monthly Meetings
The VP of Programs primary responsibility is to develop monthly meeting programs which include the following responsibilities:

- Attend monthly chapter meeting
- Solicit monthly program presenters to present
- Maintain calendar of monthly programs. The calendar should extend in to the first quarter of the following year
- Contact program presenters in advance to obtain presenter’s bio and brief topic description
- Ensure that meeting presenter has appropriate equipment and materials required to present
- Work with caterer to determine menu for the estimated number of meeting attendees within budget
- Solicit meeting sponsors
- Obtain from meeting sponsor a logo for web site meeting announcement, electronic meeting announcement, and chapter newsletter and ad for chapter newsletter according to advertisement and sponsorship policy
- Secure meeting venue
- Compile list of meeting attendees via chapter website, on-line registration
- Send list of meeting attendees to VP Finance and President for use at monthly meeting
- Communications:
  - Develop monthly meeting announcement to include:
    - Place
    - Time
    - Presenter
    - Topic Title
    - Sponsor, if applicable
    - Presenter biography
    - Topic description
    - Next meeting’s location, time, place, and presenter
  - Provide monthly meeting announcement to VP Publications for publication in monthly chapter newsletter
  - Provide monthly meeting announcement to VP Communications who will forward to webmaster for publication on chapter website
  - Provide monthly meeting announcement to VP Communications for distribution to Chapter mailing list
• Maintain a list of all chapter presenters and their presentations
  o Provide information to PMI headquarters annually or upon request

**Board of Director Meetings**
An additional responsibility of the VP of Programs is to participate in the monthly board meetings with the following responsibilities:

• Attend monthly board meetings
• Provide updates to board regarding programs either planned or on the calendar
• Provide input to Chapter planning and decisions
• Provide input into annual budget
VP Public Relations
The VP Public Relations shall be responsible for publicity of the local PMI Memphis TN Chapter and PMI to internal and external publications and through partnering with local businesses and other associations.

Chapter Meeting and Special Events
The VP of Public Relations sends out meeting announcements to the list of media contacts for all monthly meeting and special events. Post meeting announcements on various community calendars (i.e. Chamber of Commerce) and websites. The VP also helps recruit meeting sponsors for the monthly meeting and sends out press releases about various special activities of the chapter having (i.e. Scholarship to CBU). Solicit donations from various organizations for representation at world and national conventions.

Activities
- Maintain chapter media list
- Development new media contacts
- Send out chapter meeting announcement to media contacts
- Development new media contacts
- Solicit donations

Corporate Sponsors
Promote PMI within the local community to those corporations who embrace the practice of project management. Seek out target organizations; engage the organization and present interest and benefits of the partnership. The Corporate Sponsorship program has two levels of membership and is designed to follow the philosophy of the Project Management Institute’s mission and objectives as a non-for-profit organization and benefit the local chapter membership.

Alliance Partnerships
This program is outlined in the chapter Alliance policy and also has two levels of membership. The overall goal is to seek and foster cooperation and contacts with other clubs/organizations, both public and private, which relate to project management and to collaborate in matters of common interest and benefit. Create an image of community involvement and public service through affiliation with special projects or causes in order to become more recognized and promote the chapter mission, goals, and strategic plan.
VP Education
The VP Education and Certification shall be responsible for promoting the project management profession through the development of educational publications, seminars, and workshops designed to enhance and expand the skills and knowledge of project managers.

As of 2004 this position has two major duties: PDU Reporting support for chapter members, and organizing sessions of the chapter’s PMP Exam Prep Course. A third duty which supports the other two is recruiting Education Support Committee members, making task assignments, and managing successful completion of those tasks.

PDU Reporting
This is a fairly simple set of tasks which can be assigned in whole or part to an Education Support Committee member:

- Prepare a PDU Reporting form for each PDU-eligible activity delivered by the chapter, making sure to increment the program number for each one.
- Soon after the activity has taken place, submit the form to the PMI Records Office through the appropriate contact.
- Check the www.pmi.org website to be sure the activity has been posted to the database.
- Convert the form to PDF format (using Adobe Acrobat full version) and send to the Chapter Webmaster for posting. Let the Communications VP know so that members can be notified that the form is available.

PMP Exam Prep Course
This complex set of tasks, which currently is the chapter's primary income-generating activity, requires extensive support from the Education Support Committee and from the PMI Memphis Chapter Board. Oversight of planning and implementation for PMP Exam Prep and other Chapter course offerings must be a top priority for the Education VP, supported by aggressive recruitment, deployment, and mentoring of new Support Committee members. To assure continued high quality of current PMI Memphis Chapter course offerings and to support the launch of additional courses, expansion and development of the Education Support Committee and support for its activities must be a priority for each member of the Board. Here are the primary tasks at a high level:

- At the beginning of the term in office, work with the Board to set an annual schedule for sessions of the PMP Exam Prep Course. Consideration must be given to course costs and potential market.
- Reserve training space for the selected session dates.
- No later than two months prior to each session, identify instructors for all classes and get schedule confirmation from each. No later than one month prior to class, send presentation and supporting material to each instructor for review.
• When the schedule is final send it with course information to:
  o Potential students
  o Publications VP for the chapter newsletter
  o Communications VP for notification of chapter members

• Work with the Public Relations VP to create an advertising plan for each session.

• Work with the Support Committee to plan tasks for each session day. Standard support positions include: Tech Support, Instructor Communication, and Substitute Instructor.

• No later than one month prior to session start, work with the Chapter President and Finance VP to initiate online registration setup for the course. Send course and registration information to:
  o Potential students
  o Publications VP for the chapter newsletter
  o Public Relations VP to for media advertising
  o Communications VP for notification of chapter members

• No later than two weeks prior to session start, confirm training facility reservations, setup, and other services. Contact Support Committee members to confirm readiness and troubleshoot issues.

• Request confirmation from each instructor, due no later than one week prior to each session. Replace instructors who do not respond by deadline.

• No later than one week prior to session start, review the Course Manual master and update if needed; print/bind copies based on registration results.

• On opening session day, arrive at least one hour prior to scheduled course start to ensure delivery of manuals, proper setup of the training room and equipment, and task readiness of each Support Committee member. Deliver introductory remarks and information to the students at session opening.

• Prepare a PDU-specific completion certificate for each student and deliver them with closing remarks at the close of the last session day.

• After session close, ensure that PMI equipment and any personal items are removed from the training facility; check out with facility management.

• Prepare a PDU-specific certificate for each instructor and deliver with a letter of thanks.

• Work with the Finance VP to ensure payment of any invoices related to the course (training facility, online registration, manual printing, etc.).
VP Communications
The VP Communications shall keep the records of all business meetings of the PMI Memphis TN Chapter and meetings of the Board.

The role of the VP Communications is to communicate information to the membership. This is done primarily through mailings to the distribution list. These mailings can include meeting announcements, meeting notes, notices that new information has been posted to the website, or special announcements.

Board Meeting Minutes
• The VP Communications takes notes at each Board Meeting, prepares them and distributes them to the Board via email. If there are any changes that should be made, the Board will inform the VP Communications, the change is made, and the minutes redistributed via email. They are considered accepted when no other changes have been suggested and the Board agrees that they are accurate.

Meeting Announcements
• Each month, approximately three weeks before the Monthly Chapter Meeting, the VP Programs will send the latest meeting announcement to the VP Communications for distribution. The VP Communications then sends it out via the local PMI distribution list. This is done via web mail: http://www.pmimemphis.org/up. The representative holding this office will then resend the meeting announcement once more several days before the meeting as a general reminder, and to encourage those planning to attend to RSVP to the VP Programs, for necessary planning purposes.

Chapter Meeting Notes
• The VP Communications takes notes during the regular monthly chapter meetings. These notes are then distributed to the membership.

Communicate with the Webmaster
• When another member of the Board needs to make additions or posts to the website, they will communicate with the Web Host via the VP Communications. The information is sent to the VP Communications via email, with any necessary attachments, and the VP Communications then forwards this information to the Web Host, with the original sender copied in.

Special Announcements
• If there are special events or announcements to be shared with the membership, this information is sent to the VP Communications. The VP Communications then distributes this information to the membership via Web mail.
VP Publications

Newsletter Guidelines
VP Publications is responsible for publishing The Milestone newsletter on a monthly basis. The purpose of this document is to provide the necessary guidelines to produce the newsletter.

Software/Hardware Required/Chapter Owned

Microsoft Publisher
- Used to produce newsletter
- Adobe Acrobat 6.0 Standard
- Used to convert newsletter to PDF file for insertion on the web site
- Chapter owned
- Serial# 1016-1200-1793-9051-1666-4481
- Dell Optiplex GX260 Computer
- Chapter owned. Donated by FedEx Express May 4, 2005.
- Base unit only. No monitor, keyboard, mouse, etc.
- Serial# BJFX751

Microsoft Office Professional Edition 2003
- Chapter owned
- Serial# 4VTMJ-R8RRT
- Contains
- Word 2003
- Excel 2003
- Outlook 2003
- PowerPoint 2003
- Access 2003
- Publisher 2003
- Business Contact Manager for Outlook 2003

Any type of photo software to view, enhance and insert pictures into the newsletter such as:
- Microsoft Photo editor
- Picasa
- Adobe Photo Shop

Activities
- Use previous month newsletter as a template for the next issue.
- Make sure to change the date and volume/issue number on first page to reflect the issue being developed.
• The volume number reflects the how many years the newsletter has been being published. 2004 is the fifth year of production, therefore is indicated as 5.
• The issue number reflects the month the issue reflects, such as 6 for June.
• The date represents the month/year the issue is for, such as May 2004.
• Make sure to change the copyright year and the officer changes on the last page in each January issue to reflect the new year and new officers.
• Standard articles for every issue:
  • PMP Prep Course Ad from the VP Education
  • New member and PMP info from the President or directly from PMI DEP.
  • Photo Gallery of previous Chapter meeting.
  • Monthly meeting and sponsorship info from the VP Programs
  • Showcase the next meeting write-up in a article format
  • Two weeks prior to the next meeting put together a flyer containing details of the speaker and presentation as provided by the VP Programs and have the VP Communications distribute to the membership.
• Establish a box to show all known future meetings to include:
  • Meeting month
  • Topic
  • Speaker
  • Sponsor
  • Maintain the newsletter archives on the web at Ibackup.
  • Pictures used should have captions to identify what the picture is about
  • Newsletter production timeline
  • Weeks 1 & 2 collect pictures, ads, articles, etc.
  • Draft issue by beginning of week 3
  • have proof read by the President, Publication committee members and 1 or 2 other board members
  • Send final version to the VP Communications to have put on the Chapter website no later than the last Tuesday of the month.

Newsletter Classified Advertisements
• Follow the Chapter Advertisement and Sponsorship Policy
• Be the single source communicator between the Chapter and the prospective client
• Maintain archive database for each advertiser with the following information:
  • Client name, address, phone number, contact name and email
  • Start date of ad, number of months ad will run, dollar amount collected
  • Copy of ad
  • Do not solicit advertising

Revision Date: 9/30/05
Original Date: 5/20/2004
V.P. Special Events
The VP Special Events shall be responsible for promoting the project management profession through the planning and coordination of special events, as identified by the Chapter Board, designed to enhance and expand the skills and knowledge of project managers.

General Actions
• Ensure creation of Charter for Professional Development Day (PDD)
• Work with V.P. Finance in the creation of yearly budget
• Submit a PMI Insurance coverage form for all major events
• Maintain Best Practices information
• Maintain Lessons learned information
• Formulate Project Plans for yearly events
• Maintain historical records for special events (box storage)
• Address questions from attendees, sponsors, vendors, and team members

Professional Development Day
• Develop event theme and format
• Perform Preliminary duties and decisions in the forecasting of budget and attendance information
• Form PPD volunteer team
• Establish team meeting schedule, agenda, and produce meeting minutes for team
• Facilitate meeting
• Communicate Board information to team
• Address each committee team on updates
• Encourage information sharing and brainstorming
• Update project plans and set timelines for duties
• Prepare opening remarks, housekeeping, and closing remarks
• Ensure execution of PDD Team plan day of event

Other Special Events
• Search for topics of interest to Chapter members for half-day presentations (Quarterly if possible)
• Form SP Event team
• Most duties that fall under PDD (see above) should be listed here as well but the scope is smaller

Monthly Meetings
• Attend
• Provide status regarding Special events to attendees
• Solicit speakers and sponsors for other Special Events
Monthly Board Meetings

- Attend
- Provide Updates to Board on all Special Events
- Provide input to Chapter planning and decisions.
**Director of Finance/Audit**

**Purpose**
The Director of Finance/Audit is chartered as an appointed position. The Director will report to the VP of Finance. Their authority and responsibility are defined below.

**Vision Statement**
The Director will provide review and recommendations to the President, Board of Directors, and VP of Finance on matters regarding financial issues and fiscal control of chapter assets.

**Committee’s Authority/Responsibilities**
The Director is authorized to and responsible for:
- Review yearly financial statements for fair representation and adherence to General Accepted Accounting Practice (GAAP) for non-profit organizations
- Perform monthly bank reconciliations
- Review financial documents and transactions that are material in dollar amount for correct recording in the financial records
- Review financial reports & records as requested by the President
- Brief the Board of Directors quarterly on account(s) status and balances

**Assumptions**
- Director will have the full support of all board members
- Information will be provided to the Director or their representative in a timely manner

**Constraints**
- Timely access to information as a result of de-centralized board members

**Duration**
Continuation of the Director of Finance/Audit will be at the discretion of the President with input from the Board of Directors.
Director of the Mentoring Program

Purpose
The Director of the Mentoring Program is an appointed position. The Director will report to the VP of Education. Their authority and responsibilities are defined below.

Vision Statement
The Director will establish, train, and oversee the Mentoring program and brief the President, Board of Directors, and VP of Education on matters regarding the status of the program and those participating in the Mentoring program.

Directors Authority/Responsibilities
The Director is authorized to and responsible for:

- Review financial reports & records as requested by the President
- Brief the Board of Directors quarterly on account(s) status and balances

Assumptions
- Committee will have the full support of all board members
- Information will be provided to the committee in a timely manner

Constraints
- Timely access to information as a result of de-centralized board members

Duration
Continuation of the committee will be at the discretion of the President with input from the Board of Directors. This is a BOD appointed position in which the individual is directly responsible to the VP Education.

The Director of the Mentoring program is responsible for all aspects of the program to include, but not limited to:
- Managing the program in accordance with current policy established by the BOD
- Selecting the mentoring program committee
- Reviewing and approving the mentoring program committee’s mentor/mentee selections
- Notifying the BOD via the VP Education program status on a quarterly basis
iBackup Procedures

1. In MS Internet Explorer go to: http://www.ibackup
2. Log-in
   a. User name – pmimemphis
   b. Password –
3. Once logged in, the homepage is presented

4. Each officer has their own “folder”

5. To make navigation and upload easier install the WebFolders function. Click on the WebFolders icon under Shortcuts and follow the instructions. It will put a link on your desktop that you can drop file into to upload.

6. When you click on the icon on your desktop a login screen will appear
7. When logged in, this will be your view

8. Click on a folder to access it for uploading (drag and drop files onto the folder) or for viewing sub-folders and files

9. Sub-folders can be created by right click within the folder and selecting New/Folder (standard Windows function)
<table>
<thead>
<tr>
<th>Name</th>
<th>Internet Address</th>
</tr>
</thead>
<tbody>
<tr>
<td>2005</td>
<td><a href="https://webdav.ibackup.com/users/pnimemphis/files/President/2005">https://webdav.ibackup.com/users/pnimemphis/files/President/2005</a></td>
</tr>
<tr>
<td>2010</td>
<td><a href="https://webdav.ibackup.com/users/pnimemphis/files/President/2010">https://webdav.ibackup.com/users/pnimemphis/files/President/2010</a></td>
</tr>
</tbody>
</table>

**Other Places**

Files on:
- webdev.ibackup.com
- My Documents
- My Network Places

**2005**

- President
- My Documents
- My Network Places

**BoD Mtg Minutes**

- 05 Awards
- 2003 Awards
- 2004
- 2004 Budget Data
- 2004 Data
- Advertisement
- Annual Renewal 2004
- Articles
- Budget Data
- Chapter Stats
- Charter
- Current By-laws 04
- DEP Info
- Elections

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10. In order to maintain data integrity and eliminate duplication, all documents should be kept on iBackup, not local hard drives, when possible.
QuickBooks On-Line Procedures
Advertisement and Sponsorship Policy

PMI Memphis, TN Chapter publishes *The Milestone* newsletter. The newsletter is published a minimum of ten times per year and is distributed to chapter membership and interested individuals (approximately 250 individuals as of May 2001) electronically, via email, posted to the chapters e-groups listing and to the chapters web page. A limited number of the newsletters are printed each month for distribution at meeting, etc.

**Newsletter Classified Advertisement**

Policies and Guidelines for Newsletter Advertisement

The following policies and guidelines have been established to govern the review and acceptance of submitted advertisements:

- Any individual or organization may submit an advertisement
- Advertisements must be related to project management
- Advertisements must be received by the 15th of the month in order to be included in the next month’s newsletter
- Pre-paid, one-year advertisements will appear in at least ten consecutive issues. If more issues are produced, advertisements will be published at no additional charge
- All advertisements must be paid in advance. Checks can be mailed, payable to: PMI Memphis, TN Chapter, P.O. Box 383283, Germantown, TN 38138-3283
- The PMI Memphis, TN Chapter, Director of Publications and Media will determine the placement of advertisements in the newsletter
- Job advertisements/recruitment postings will not be accepted
- PMI Memphis, TN Chapter reserves the sole right to refuse any advertisement if deemed inappropriate

**Advertisement Format**

- Advertisements may consist of a company logo (simple graphic), text, and web site address
- Advertisements must be submitted electronically, via email or magnetic media, in a format that can be used with Microsoft Publisher
- Advertisements must be capable of being directly incorporated into the newsletter without the need to rework or re-format. Advertisements that do not meet this criteria will be rejected
- Images must be in .bmp, .gif or .jpg format
- Images must be no larger than 3” by 3” and less than 1 MB in file size
**Advertisement Cost**

<table>
<thead>
<tr>
<th>Type</th>
<th>One Issue</th>
<th>Ten Issues (One Year)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Business Card/3 Line Classified Ad (2” h x 3.5”w)</td>
<td>$30.00</td>
<td>$275.00</td>
</tr>
<tr>
<td>¼ Page (4.5”h x 3.5”w)</td>
<td>$60.00</td>
<td>$550.00</td>
</tr>
<tr>
<td>½ Page (4.5”h x 7.25” w/9.25”h x 3.5”w)</td>
<td>$80.00</td>
<td>$750.00</td>
</tr>
<tr>
<td>Full Page (9.5”h x 7.25w)</td>
<td>$150.00</td>
<td>$1400.00</td>
</tr>
</tbody>
</table>

**Meeting Sponsorships**

Monthly Evening Meeting $350.00

Sponsor is provided with:
- Tabletop display in close proximity to meeting location
- Email announcement of meeting sponsorship
- 5 minute presentation on their company, product or service

**Event Sponsorships**

Event sponsor fees are to be set by the VP Special Events.

Additional signage for display at the event may be provided by the event sponsor with approval from the VP Special Events.

The Sponsor has the option to not participate in any and all opportunities described within this section. The sponsor must express their participation level with the VP Special Events.

**Professional Development Day Sponsors (PDD)**

A PDD sponsor is provided with the opportunity to have:

- Sponsor company name prominently displayed during the entire event as 'Professional Development Day Sponsor'
- Your company name or logo prominently displayed in all promotional material and news releases.
- Sponsor Company's name and logo on the PMI Memphis, TN Chapter PDD 2004 web page with a direct link to your web site
- Sponsor company's materials available at the Professional Development Day 2004 registration desk
- Sponsor logo or company name recognized on e-mail invitations to all PMI Memphis, TN Chapter members, subscribers, and previous attendees
- A quarter-page ad (4.5 in. x 3.73 in.) in the chapter newsletter
- Four (4) complimentary PDD registrations

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• Double booth space for networking purposes in the exhibitor area with two tables with aprons
• The option to provide a banner for the table space and a banner for the event, with the approval of the VP Special Events
• The opportunity to provide giveaway gifts for 'fish bowl' drawings
• Formal recognition as sponsor in the event introduction

Other Special Events
Sponsor is provided with:
• Table located with other vendors
• Recognized as sponsoring the event on all event literature and correspondence
• Formal recognition as sponsor in the event introduction
• Sponsor may provide signage, table top displays, representation, and free giveaway gifts with approval of the VP Special Events
Chapter Refund Policy

Description
The PMI-Memphis Program Cancellation & Refund Policy can be invoked for one of the following reasons:
- Cancellation of the event by PMI-Memphis Chapter due to insufficient enrollment.
- Decision of participant to withdraw from event after having registered

Policies
The PMI-Memphis Program Cancellation & Refund Policy includes the following policies:
- Full Refund for payment rendered is awarded (via check from the PMI-Memphis Chapter) when the event is cancelled by the PMI-Chapter Program.
- Requested Refunds are awarded as follows:
  - Full Refund (minus service-fee and processing expenses) for requests more than 2 weeks prior to the event.
  - 50% Refund (minus service-fee and processing expenses) for requests received between 1 week and 2 days prior to event.
  - NO Refund after 2 days prior to event or after class or seminar begins.

Processes/Procedures Request for Refund
- Participant must request refund via Email to the PMI-Memphis concerned Chapter Office and copy finance@pmimemphis.org.
- Refund amount is determined and calculated per the aforementioned policies.

Refund Check
- Refunds are provided via check from the PMI-Memphis Chapter. (Credit cannot be applied to any account.)
- Refunds are sent via post mail to the address provided during the event registration process.
- Refunds are processed within 21 days of receipt of the refund request.
- Inquiries about the status of a refund must be sent via Email to the concerned PMI-Memphis Chapter Officer.
MISSION

The mission of the Memphis TN Chapter of the Project Management Institute (PMI) Community Relations Program is to raise the level of awareness for PMI and strengthen our reputation through strategic support of initiatives that provide benefit to programs that are aligned to the Chapter’s mission, vision, and values. The purpose of the Charitable Donations Policy is to provide guidance for consideration of requests to the Chapter for charitable contributions.

AREAS OF FOCUS

Our charitable and non-profit support will be directed to programs and organizations that focus on the following key areas:

- Education
- Special Community Projects
- Community Service
- Emergency and Disaster Relief

The Memphis TN restricts our local community support to projects within the boundaries of PMI Memphis TN Chapter or other PMI organizations. In particular, the Chapter does not fund:

- organizations that discriminate on the basis or race, color, creed, gender, or national origin
- organizations designed to influence legislation or elect candidates to public office; political campaigns and candidates; lobbying or advocacy groups
- religious organizations
- organizations run for private profit; for-profit businesses
- initiatives outside our country, unless directly related to PMI
- sports clubs or amateur/professional competitions
- conferences, conventions, seminars, workshops, telethons
- programs that directly compete with any of the programs offered by the Memphis TN Chapter of PMI
- loans or business finance
- activities which collect funds for subsequent redistribution to other charities

Although most requests are worthy, we are only able to support a limited number of all the initiatives that are within our focus.
**TYPES OF GIFTS - TBD**

Charitable donations gifts may include financial contributions, gifts in kind, and/or volunteer services.

**EVALUATION CRITERIA**

When evaluating requests the Memphis TN Chapter of PMI Board of Directors will consider TBD (?):

- alignment with the Chapter’s vision, mission, goals, and focus areas
- needs of the community
- compelling community need being addressed and not duplicated
- PMI presence in the community
- measurable impacts
- potential for PMI involvement
- how widespread the benefits are
- how urgent the need is
- the potential scope of recognition of corporate citizenship
- benefit to the Chapter
- alternative options for achieving Chapter goals

All requests will be reviewed by the Board of Directors and are subject to approval and budget constraints.

**REQUESTS FOR DONATIONS**

To apply for a donation, simply fill out the attached form. Written requests should be submitted to the Board of Directors. Requests will be reviewed as they are received. Responses from the Board of Directors will be in writing.

**POLICY GUIDELINE UPDATES**

From time to time the Board of Directors may review the Charitable Contribution Policy guidelines contained herein. The Board may update or modify these guidelines as necessary to ensure conformance to the Chapter’s mission, vision, and values.
PMI, MEMPHIS CHAPTER
APPLICATION FOR DONATION

Information needed:
Organization name
Address
Telephone number of organization
Contact person and title

Information on request:
State the purpose for which the assistance is requested (Brief description of the project and purpose)
Who it benefits, geographic area served, compelling community need it fills, impact expected
Detailed budget and amount requested
Plan for program evaluation and measurement/method of measuring effectiveness of project
Other contributors
For financial requests:  If your application is successful, to whom should the check be made payable?
For volunteer service requests:  Number of volunteers needed, brief description of each task, skills needed, volunteer manhours required
Volunteer of the Year Award

The Volunteer of the Year Award recognizes extraordinary service by a volunteer who has substantially enhanced the discipline of project management at either the local or national level.

**Purpose**

The PMI Memphis TN Chapter will follow a consistent, and fair nominating process in awarding its annual Volunteer of the Year Award. In determining the Award winners and implementing criteria, a Volunteer of the Year Award Committee consisting of no less than three current or past officers of the chapter will be selected by the current Board of Directors.

Criteria for Volunteer of the Year Award:

- Did not serve as an officer during the Award year
- Made an outstanding contribution
- Achievements that have increased public awareness and understanding of project management
- Participation in activities that have had a significant impact on the chapter
- Exhibited selflessness and willingly gave time and effort to promote or enhance programs and awareness of project management

**Procedure**

1. Anyone whose volunteer efforts have played a significant role within one (or more) of the chapter’s core competencies during the calendar year.
2. Up to two Awards can be presented annually.
3. Nominations shall be submitted to the Volunteer of the Year Award Committee.
4. A call for nominations for the Award(s) will be issued at the January chapter meeting and the deadline for nominations shall be the last working day of February.
5. Nominations shall include:
   - A completed and signed nominator form
   - A narrative justification no more than one page in length explaining the rationale and justification for the nomination including any documentation or letters of support.
6. Completed nominations must be submitted directly to the Volunteer of the Year Award Committee.
7. A volunteer may be nominated repeatedly until successfully nominated for the Volunteer of the Year Award. After receiving the Award, a volunteer may not receive another Award for two years.
8. Award(s) for the prior year will be presented at the chapter’s annual Professional Development Day.
Volunteer of the Year Award

Nominator Form

This form must accompany the narrative justification. Email submittal with name entered on signature line is authorized.

Date: _________________________

Nominee
Name: ________________________
PMI Number: __________________
Email Address: ______________________________

Nominator
Name: ________________________
PMI Number: __________________
Email Address: ______________________________

I, ________________________________, nominate ________________________________ for PMI Memphis TN Chapter, Volunteer of the Year Award, 200__. I affirm the information being provided is true and accurate to the best of my knowledge.

Signature:__________________________ Date:__________________________
Volunteer of the Year Award

Narrative Justification

VOLUNTEER OF THE YEAR NOMINATION of

Candidate’s Name:______________________________

SPECIFIC ACCOMPLISHMENTS:

SPECIFIC INVOLVEMENT:

SPECIFIC IMPACT:
Chapter Mentoring Program

Introduction
Mentoring is exciting, challenging and rewarding. Mentoring offers support, consistency and a chance for new project managers to develop the knowledge and skills needed to reach their full potential.

By aligning Project Managers with senior and more experienced Project Management professionals, Project Managers will be exposed to an array of information, tools, techniques, and best practices that have been learned and successfully applied throughout their Mentor’s career. As a result, Project Managers will increase project performance and the organization will realize the expected return on project investments.

The PMI Memphis, TN, Chapter Mentoring Program is a free service. It is designed to provide its members with guidance and advice on moving their career to the next level.

The goals of the mentoring program are to –

- Contribute to individual growth.
- Allow project managers to grow their profession.
- Network with more experienced project managers.

Mentoring is a learning partnership between an experienced project manager (mentor) and a less experienced project manager (protégé or mentee) for the purpose of sharing knowledge and information. Mentoring provides all project managers with the opportunity for and access to professional growth and development.

There are two types of mentoring. 1. Natural Mentoring, 2. Planned Mentoring.

Natural Mentoring occurs through friendship, teaching, coaching and counseling. It requires little or no advanced planning. Participants probably have rapport and mutual respect that has been established through previous informal meetings or business interactions.

Planned Mentoring occurs through structured programs in which mentors and mentee’s are selected and matched through formal process. Planned mentoring partnerships provide opportunities for individuals who already know each other as well as those who may not otherwise interact and learn from each other. Expectations and limits can be stated and negotiated. Formal arrangements often allow partners to work on more in-depth development. Planned Mentoring utilizes a Coaching Plan which is a tool used to document the Mentee’s Project Management development and progress. The Coaching Plan includes activities to both improve project performance and increase the Mentee’s Project Management skill set.
PMI Memphis, TN, Chapter is proud to offer a planned mentoring program to all of its members.

**Disclaimer**

PMI Memphis, TN, Chapter provides no guarantees regarding the mentee’s career growth prospects. The Chapter sincerely hopes that the Mentee’s career prospects will be enhanced by this program but those outcomes are still the responsibility of the mentee’s and not of the mentor and PMI Memphis, TN, Chapter.

**Program Overview**

The program will be focused on Project Management related topics such as:
- Project Management Processes
- Scope Management
- Time Management
- Cost Management
- Risk Management
- Procurement
- Quality Management
- Human Resource management
- Leadership skills
- Project reporting and project success measurement

**Benefits**

**Mentor Benefits**

**Who is a Mentor?** A Mentor is a trusted friend, counselor or teacher.

Although the primary function of the Mentor is to facilitate the Mentee’s project success and professional Project Management growth through the development and execution of the Coaching Plan, Mentors/Mentee relationship offer growth and development to the Mentor as well.

When mentoring is approached with a willingness to learn and share knowledge, all parties benefit. Mentors have opportunities to:
- Increase their mentoring skills which they can use in numerous personal and professional areas.
- Learn new technical knowledge and skills.
- Indirectly “pay back” their own mentors for help received.
- Increase their professional network by developing new professional contacts.
- Pass on years of experience.
- Demonstrate their ability to recognize and develop talent.
- Gain tremendous satisfaction from contributing to the development of capable individuals.
• Gain fresh enthusiasm for their own careers.
• Gain exposure to new ideas, technologies, and perspectives through interaction with protégés.
• Achieve enhanced reputation as skilled Project Manager.
• Broadened perspective.
• Enhanced challenges and interests.
• Increased competency and confidence.
• Earn 5 PDUs.

**Mentee Benefits**

**Who is a Mentee?** A mentee also called as protégé, is “One who is mentored”, i.e., a student, a pupil, or someone who is receiving coaching.

The Project Manager who is a Mentee is expected to proactively pursue Project Management growth opportunities to achieve Project Management improvement goals and effectively meet project success criteria.

The most successful mentee:
• Is eager to learn and open to new ideas
• Is willing to take risks
• Has a positive attitude
• Is open to receiving feedback about skills
• Is able to integrate feedback and act on it
• Takes initiative and demonstrates resourcefulness.

Many of these skills are developed and practiced in Mentoring Workshops and in mentoring relationships because they are also what make a good Project Manager.

In a Mentoring program, Mentee’s have opportunities to:
• Observe and interact with Senior Project Managers
• Receive encouragement (which in turn increase their motivation)
• Acquire knowledge and professional skills
• Save time by learning shortcuts and strategies that are normally learned by trial and error
• Ask specific questions and get one-on-one feedback
• Demonstrate what they know to various audiences
• Network with professionals in the field of Project Management
• Faster growth in Project Management Profession
• Success in immediate Project Management challenges
• Earn 5 PM training contact hours toward PMP
Guidelines

Mentor Guidelines:

**DO**

- **Schedule.** Discuss the probable length of your formal Mentor / Mentee partnership.

- **Meeting Logistics.** Decide when and where you will meet.

- **Expectations.** Explore roles you picture for each of you. For example, do you want to be more of a sounding board that a teacher? Many mentors act the role of a “learning broker”, helping their mentee’s find the information and other help they need. Or do you favor a coaching role for you? Expect your mentee to move toward his/her (not your) goal.

- **Confidentiality.** The best mentoring relationships maintain confidentiality between mentors and mentee’s. Ideas, feelings and plans stay between two of them. Talk about confidentiality, including what is and what is not acceptable to share with others.

- **Feedback.** Come to agreement on how you’d like to give and receive positive and corrective feedback from each other. Always ask if you can make a suggestion or offer constructive criticism.

- **Any Limits or Preferences.** Discuss your learning and communication styles so you can work well together. For example, can you contact each other between your scheduled meetings? Do you prefer an e-mail or voice mail? Be explicit about your own needs and limits (e.g. time constraints etc)

- **Relationship.** Keep the relationship on a professional basis. Help your mentee take the initiative in your relationship. Be open to the mentee’s ideas, discuss topics etc. Proceed at a pace dictated by Mentee. Provide advice and guidance only within your areas of expertise. If you feel that relationship is not working, for whatever reason, ask a mentoring coordinator to have another mentor appointed.

- **Conflict of Interest.** Declare any conflict of interest before it becomes an issue.
DON’T

• Assume, particularly if he/she is more junior, that your schedule always has top priority.

• Automatically give advice or criticism.

• Assume your advice will be followed.

• Take your mentee for granted or assume he/she doesn’t need reinforcement.

• Talk negatively about your mentee behind his/her back.

• Make your mentee have to guess or learn by trial and error.

• Force your solutions in conflicts.

• Insist on waiting for the mentee to suggest every activity and do all the leading.

• Hang onto your mentee indefinitely.

• End the relationship on bad terms.
Mentee Guidelines:

**DO**

- **Schedule.** Discuss the probable length of your formal Mentor / Mentee partnership.

- **Meeting Logistics.** Decide when and where you will meet.

- **Expectations.** Take time to identify your goals.

- **Confidentiality.** The best mentoring relationships maintain confidentiality between mentors and mentee's. Ideas, feelings and plans stay between two of them. Talk about confidentiality, including what is and what is not acceptable to share with others.

- **Feedback.** Come to agreement on how you’d like to give and receive positive and corrective feedback from each other. Make it easy for your mentor to give you corrective feedback. Ask for it early. Show evidence that you’ve utilized the help to make your choice. Send a note to your mentor or call from time to time to provide progress reports.

- **Any Limits or Preferences.** Discuss your learning and communication styles so you can work well together. For example, can you contact each other between your scheduled meetings? Do you prefer an e-mail or voice mail? Be explicit about your own needs and limits (e.g. time constraints etc). Be considerate of your mentor’s time.

- **Relationship.** Keep the relationship on a professional basis. Listen attentively to all (or nearly all) your mentor has to say. Store what seems irrelevant for some future use. Seriously consider all advice you receive. Make only positive or neutral comments about your mentor to others. If you disagree with your mentor’s behaviors or values, share your perceptions with her/him. If the situation continues, accept it or move on.

- **Conflict of Interest.** Declare any conflict of interest before it becomes an issue.
DON’T

- Depend on your mentor to identify your goals for you.
- Assume your mentor has unlimited time for you.
- Tune out when the topic seems irrelevant to your immediate needs.
- Forget to share the outcome of the help your mentor gave.
- Talk negatively about your mentor behind his/her back.
- Take your mentor for granted or assume he/she doesn’t need this reinforcement.
- Hang onto your mentor indefinitely.
- End the relationship on bad terms.
Criteria

Mentor Criteria
Mentors as the teacher must have the capabilities, which include the knowledge, skills, and techniques for effective leadership and professional guidance. Therefore, Mentors will be chosen from the ranks of Senior Program/Project Managers.

The following pre-requisites are required for admittance into the program:
• Considerable formal Project Management training — Project Management Professional (PMP®) certification through the Project Management Institute is required.
• PMI Memphis, TN, Chapter member in good standing.
• A minimum of 5 years experience leading projects
• Strong leadership, team building, interpersonal, consensus building, conflict resolution, written and oral communication, and group facilitation skills

In addition to the pre-requisites, Mentors should be:
• Project focused, organized, and disciplined
• Able to educate peers and subordinates, good listener, and presents negative feedback well
• Patient, honest, admits mistakes, and positive
• Able to plan before acts, decisive, self confident, and enthusiastic
• Impartial, unbiased, and recognizes excellence
• Knowledgeable, respected, and goal oriented
Mentee Criteria
Required Mentee capabilities include willingness to furthering their knowledge of Project Management and commitment to the mentoring process.

Mentees admitted to the program must meet the following pre-requisites:
- PMI Memphis, TN Chapter member in good standing
- Minimum of 1 year experience on project teams

In addition to the pre-requisites, Mentee’s should have the:
- Drive to complete the mentoring process
- Motivation to improve
- Ability to learn quickly
- Willingness to show initiative
- Patience, honesty, ability to admit mistakes, and a positive attitude
- Desire to build good professional relationships
**Organization and Process**

**Mentoring Program Committee**
A Mentoring Program Committee will be formed. This committee will be responsible for all facets of mentoring process including developing and maintenance of the Process, selection of mentors and mentee’s, obtaining and analyzing feedback from mentors and mentee’s to provide total quality management of the mentoring process. This committee will be lead by the **Director of Mentoring** selected by PMI Memphis, TN Chapter Board of Directors. An email account will be created – mentoring@pmimemphis.org to accept all the communication and applications.

**Mentoring Program Coordinator**
The Mentoring Program Coordinator provides overall leadership and management of the Mentoring Program. This role is accountable for program quality and consistency, program performance reporting against measures of success and selection and growth of Mentors and Mentee’s. In addition, the program coordinator is responsible for timely communication to and integration with PMI Memphis, TN Chapter BOD.

**Mentors and Mentee’s**
The Mentor and Mentee will collaboratively develop a customized Project Management Coaching Plan and conduct ongoing reviews to determine progress against the plan. The Coaching Plan objectives must be practical, time bound, and specific. The Coaching Plan focuses on project success and Project Management skill enhancement and represents a commitment on the part of the Mentee to follow and the Mentor to provide assistance and support.

**Matching Process**
This matching process is designed to link two project managers with similar interests to enhance their skills and knowledge. Staff on the Mentoring Committee will perform the following steps.

**Application Review.**
Verify that each applicant:
- Is an active member of PMI Memphis, TN, Chapter.
- Has completed all the information in the application.
- Has signed the Mentoring Agreement Form.

**Match Selections.**
Collect and sort completed applications into Mentor and Mentee piles.
- Compare Mentee’s preferences and interests with available Mentors.
- Compare Mentee’s background with available Mentors.
- Make the best possible match of potential Mentors and Mentee’s together.
- If no available Mentors to match to Mentee, delay matching until the committee receives a suitable application from another mentor or mentee.
Conflict Resolution and Re-Match.
Verify that one of the following two approaches has been taken.

- Mentor and Mentee have met, openly discussed issues, and have tried to reach an acceptable solution.
- Staff member from Mentoring Program Committee has met with the mentor and the mentee and tried to reach an acceptable solution.

If either of the above two steps fail, Mentor and Mentee can request a re-match.

Record of Mentor / Mentee selection.
Keep the record of the matched Mentor and Mentee’s with their applications.
Forms and Templates

Forms should be submitted to the Director Mentoring Program at mentoring@pmiemphis.org or:

Director Mentoring Program
PMI Memphis, TN Chapter
P O Box 383283
Germantown, TN  38183-3283
Mentor/Mentee Application Form

Application

Mentor □  Mentee □

Please send your application to mentoring@pmimemphis.org

Name: ___________________________________________ Date: ______________________

Home Address: ____________________________________________________________

City: ___________________________ State: _____ Zip: __________

Email Address: ___________________________ PMP Certified? Yes __ No __

Current Employer: ______________________________________________________

PMI Member? Yes __ No __  Memphis, TN Chapter Member? Yes __ No __

Please answer the questions below:

Are you currently a project manager? If yes, please explain your level of responsibility.

__________________________________________________________________________

Have you ever participated in a mentoring program? If yes, please explain.

__________________________________________________________________________

Do you have any time or employment constraints that could affect your participation in this program? If yes, please explain.

__________________________________________________________________________

What are your objectives as a Mentor or Mentee?
**Project Management Related Information**

1. List the industries in which you have had a project management role.
   - Construction
   - Information Technology
   - Manufacturing
   - Hospitality
   - Health Care
   - Financial
   - Other.

2. Preferences: List your areas of strengths in following project management roles.
   - Project Management Processes
   - Scope Management
   - Time Management
   - Cost Management
   - Risk Management
   - Procurement
   - Quality Management
   - Human Resource management
   - Leadership skills
   - Project reporting and project success measurement
   - PMP Certification Training

3. Briefly describe the last project that you worked on and your role within the project.

4. Do you consider yourself a junior, intermediate or senior project manager?
   - Junior
   - Intermediate
   - Senior

5. How many years of Project Management experience do you have?
   - 0-1 Year
   - 1-3 Years
   - 3-5 Years
   - 5-10 Years
   - Over 10 Years
Agreement Form

This mentoring program is sponsored by the PMI-Memphis, TN Chapter and designed to enhance the professional experience and development of the participants. Participation is strictly voluntary and without financial compensation. Please read the following guidelines regarding participation in the mentoring program. Your signature at the bottom of this agreement signifies your acceptance of the terms and conditions that govern participation in the program.

1. The duration of the formal mentoring relationship between participants in the program is from six to nine months. Mentor and Mentee (Protégé) agree to actively participate in the program for the full duration of their engagement. Both will complete/return periodic surveys to the Mentoring Committee.

2. Mentor and Mentee agree to be available, responsive to each other’s needs and willing to adjust schedules as necessary in order to achieve the minimum number of contact hours described below.

3. As part of the PMI-Memphis, TN Chapter Mentoring Program, Mentor and Mentee agree to establish “live contact” for a minimum of 2 (two) contact hours each month. 4 (four) contact hours each month is advised. It is recommended that the minimum contact hours be spread across and composed of (at least) two separate and distinct sessions each month. Live contact, as it is defined for this program includes (and may not be limited to): face-to-face meetings, telephone conversations, video conferences, voice-only conference calls, e-mail, Voice-over-Internet conversations, online chats, video, or live messaging via the Internet.

4. Information shared between the participants within the context of the formal mentoring relationship is considered to be confidential and should not be shared outside the relationship without expressed permission from the other participant(s).

5. An individual pairing of Mentor and Mentee may prove to be unworkable or unsatisfactory to either/both participants. In this case either participant (or both) may request a different “partner” pairing during the relationship. The Program Coordinator will address and resolve the pairing as quickly as possible, with no fault assigned to either party.

6. It is the responsibility of the Mentor to ensure that all opinions, guidance, advice and suggestions provided as part of the formal mentoring relationship, are accurate to the best of their knowledge and do not recommend or suggest course(s) of actions for the Mentee that could be construed as illegal, unethical or immoral.

7. Participants accept responsibility for any costs incurred as part of the formal relationship, including, but not limited to: postage, telephone calls, travel, meals, conference/seminar registration, etc.

8. Individuals are permitted to take part in the PMI-Memphis, TN Chapter Mentoring Program upon acknowledgment and acceptance of these terms and conditions as indicated by their signature below.

9. Participant is a current member of the PMI-Memphis, TN Chapter (with dues current).
Please bear in mind that mentors are volunteers and are not experts or paid consultants. Mentors, the PMI-Memphis, TN Chapter and the Project Management Institute are not responsible for business, career, personal or other decisions made as a result of the mentoring relationship. Mentors give only advice and/or information from their experience, perspective, etc. Mentors do not make decisions for Mentees. PMI®, the PMI-Memphis, TN Chapter, and mentors do not accept any responsibility for decisions made by Mentees.

By entering into the mentoring program, the participants agree that neither PMI, the PMI Memphis, TN Chapter, nor other participants has any liability for the guidance, suggestions and/or advice provided to them during the formal relationship.

Participant Name: (Please Print) Date:

Participant Signature:
Coaching Plan Template

Coaching Plan

1. Name of Mentor: ______________________
2. Email Address of Mentor: ________________
3. Phone Number of Mentor: ________________
4. Name of Mentee:
5. Email Address of Mentee: ________________
6. Phone Number of Mentee: ________________
7. Our Partnership will go until: ______________

8. Assistance (Knowledge, skills, resources) mentee needs:

   (Go over mentee’s Personal vision and Goals for Mentoring partnership. Discuss strengths / areas to leverage as well as growth areas to improve.)

   a. Immediate:

   b. Long Term:

9. Mentee’s greatest challenges:

   (What’s been the biggest challenges mentee is facing? What will it take to overcome it? What options does the mentee have?)

10. Specific Assistance mentor can/would like to provide:

11. Other resources that may be helpful:

12. Our limits or constraints in this partnership:

13. Preferences for communication / feedback:

14. How we’ll know we’ve been successful:

   (Discuss how you will measure progress both on the mentee’s goals and on the partnership itself)

15. Best times / places to meet:
Meeting Worksheet for mentor and mentee

Meeting Worksheet

Date / Time: Location:

Progress Made / Successes to celebrate:

Challenges:

Specific Goals / topics for this meeting:

Key learning from this meetings

Follow-up actions:

  a. Mentee :

  b. Mentor :

Next Meeting date, location and tentative topics:
Final Review / Evaluation Form

Mentoring Program Evaluation

(Direction: Your feedback will help improve the mentoring program. Near the end of your agreed-upon time together, complete the form, discuss highlights with your mentoring partner, and give a copy to the Mentoring Program Coordinator.)

Part I. General Questions about your partnership and the Mentoring Program.

A. Your Partnership

1. How frequently have you met with your partner? How satisfactory was this?
2. What were two of the most beneficial development activities you did?
3. What new or improved skills, knowledge did the mentee gain as a result of this partnership?
4. What is the most beneficial change you identified in yourself as a result of your partnership?
5. What type of feedback or other assistance did the mentor provide that seemed to help most?
6. Have you found your partnership challenging? Why or why not?

B. The Mentoring Program

1. What was the main reason you decided to join the program?
2. What were your initial apprehensions about the program?
3. What improvements would you suggest for the mentoring program?
4. Would you recommend it to others? Why or why not?

Part II. Overall Experience

(Direction: Please rate the mentoring program overall. Scale is 1 to 10. 1 = Waste of time, 10 = one of the most valuable times of my life.)

Your Overall Rating = _____

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References

Mentor’s Guide by Linda Phillips-Jones, Ph.D
Mentee’s Guide by Linda Phillips-Jones, Ph.D
Mentoring coordinator’s Guide by Linda Phillips-Jones, Ph.D
PMI Atlanta Chapter Mentoring Program.
New York State Office of Technology Project Management Mentor Program web page
http://www.oft.state.ny.us/pmmp/pmmp.htm#why
Carnegie Mellon Heinz School Mentor Program web site:
http://www.mism.cmu.edu/mentorsite/default.asp
Women in Project Management Sig Mentor Program web site: http://www.wipmsig.org/
### Chapter Property

The follow is a list of property owned by PMI Memphis TN Chapter:

<table>
<thead>
<tr>
<th>Nomenclature</th>
<th>S/N</th>
<th>Date Acquired</th>
<th>Deprecate (Y/N)</th>
<th>Location</th>
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<tbody>
<tr>
<td>InFocus, LP 425Z</td>
<td>5KW11800295</td>
<td></td>
<td>Yes</td>
<td>VP Membership</td>
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<tr>
<td>NEC Laptop computer, Model: PC-6102-71702, Donated</td>
<td>65021145</td>
<td>2001</td>
<td>No</td>
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</tr>
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<td>IBM Laptop computer, Model: 2684-H6U</td>
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<td>10/29/2004</td>
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<td>Chapter signage</td>
<td>N/A</td>
<td>Various</td>
<td>No</td>
<td>VP Special Events</td>
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<td>QuickBooks Pro 2004</td>
<td>11484-03078-30302-00104</td>
<td>07-29-2004</td>
<td>Yes</td>
<td>VP Finance</td>
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<tr>
<td>Cash Box</td>
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<td>VP Finance</td>
</tr>
<tr>
<td>Dell Optiplex GX260 Computer (Donated by FedEx Express)</td>
<td>BJFX751</td>
<td>May 4, 2005</td>
<td>No</td>
<td>VP Publications</td>
</tr>
<tr>
<td>(no monitor, keyboard or mouse)</td>
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</tbody>
</table>
Project Management Institute books at the CBU Library


Templates of Letters and Forms
The following are examples of letters, forms, and certificates used by the chapter. They can be modified to satisfy almost any given situation.
Welcome New Member

Mr. Keith B. McBride, PMP
3630 Hacks Cross Rd.
1st Floor
Memphis, TN 38125

Dear Keith,

On behalf of PMI Memphis Chapter, I would like to welcome you to membership in the Project Management Institute, Memphis TN Chapter. As you know, PMI® is the leading international nonprofit professional association in the area of Project Management. PMI establishes Project Management standards, provides seminars, educational programs and professional certification (PMP®) that more and more organizations desire for their project leaders. The PMP is the profession’s most globally recognized and respected certification credential. Increasingly, PMP certification is required for employment or advancement within corporations and other organizations.

I think you will find that our local PMI Memphis Chapter brings all the benefits of PMI membership one step closer to home, with the addition of exciting local programs and events. In the months ahead, local members will enjoy an impressive lineup of guest speakers at chapter meetings, plus tours of company’s in the Memphis area to observe their project management practices, a monthly chapter newsletter, and an annual Professional Development Day. That’s in addition to the opportunity to network with other project management professionals!

The PMP Exam Preparatory Course offered by PMI Memphis is one of the chapter’s most successful innovations. This is an important milestone in our effort to effectively serve our membership and promote each individual's professional development by assisting them in obtaining PMP certification.

I look forward to meeting you personally at one of our chapter meetings. If you would like to receive information from the chapter announcing meetings and special events, like our Professional Development Day, availability of our monthly newsletter as well as additional information about our chapter please go to our web site: http://www.pmimemphis.org and select “get on our mailing list” at the bottom of the page. In addition, if you are member of Yahoo you can join our Yahoo Group, at http://groups.yahoo.com/group/Memphis_Chapter_PMI.

Sincerely,

John Schmitt, PMP
President
president@pmimemphis.org
Congratulations New PMP

Project Management Institute
Memphis Tennessee Chapter

June 2, 2006

Ms. Jeanne Arcelle, PMP
7758 Byhalia Rd.

Olive Branch, MS 38654

Dear Jeanne,

On behalf of PMI Memphis TN Chapter, I would like to congratulate you for your outstanding accomplishment in attaining Project Management Professional certification. As you know, PMI’s Project Management Professional (PMP®) credential is the project management profession’s most globally recognized and respected certification credential. Please accept the enclosed certificate as a token of our appreciation for you efforts in supporting our profession.

We offer opportunities to earn Professional Development Units (PDU’s) needed to maintain your PMP certification. For example, many of our monthly keynote addresses are PDU eligible; and our most recent innovation, the PMP Exam Prep Course, provides an opportunity for PMP certified chapter members to earn 10 PDU points by instructing a section of the course. If you would like additional information about our prep course and how you can get involved, please feel free to contact me or any other member of the chapter Board of Directors

Yours sincerely,

John Schmitt, PMP
President
PMI Memphis TN Chapter
The Memphis, Tennessee Chapter

Proudly presents this certificate to

Jeanne Arcelle, PMP

In recognition of outstanding Project Management skills as demonstrated by your achievement of Project Management Professional certification

John Schmitt, PMP, President

October 18, 2004

Date
LETTER OF APPRECIATION

June 2, 2006

Mr. Jack Straton
7171 Goodlet Farms Pkwy

Cordova, TN 38016

Dear Jack:

On behalf of the Project Management Institute (PMI), Memphis TN Chapter, I would like to extend our appreciation to one of your staff members, Ms. Mary Chiozza, PMP. Mary served as our Chapter VP of Communications from January 2005 through December 2005.

Mary was instrumental in the chapter’s growth and its ability to provide quality service to our membership. Mary’s exceptional efforts, superb dedication, and volunteerism contributed directly to the phenomenal success of our Professional Development Day, the PMP Exam Prep courses we conducted as well as the many professional offerings made available to our membership. As a direct result of Mary’s contribution the PMI Memphis TN Chapter has had the most successful year in its history.

Mary is a credit to ACH Foods, an asset to the PMI Memphis TN Chapter and brings respect and professionalism to the project management profession.

Sincerely,

John Schmitt, PMP
President
**Invoice**

**PMI Memphis TN Chapter**

Building professionalism in project management.

P.O. Box 383283  
Germantown, TN 38183-3283  
Phone 901 850-0707

**DATE:**  
October 27, 2004

**INVOICE #**  
103

**Bill To:**  
Name  
Address

**For:**  
Project or Service

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<th>AMOUNT</th>
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TOTAL $ -

Make all checks payable to **PMI Memphis TN Chapter**  
If you have any questions concerning this invoice, contact:  
Saji Madapat, PMP, VP Finance, 901 272-6220  
email: finance@pmimemphis.org

THANK YOU FOR YOUR BUSINESS!
Check Request

Check Request Form
PMI Memphis TN Chapter

Make check payable to:

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<td>For period ending:</td>
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Total: $ __________

Reason for Expense

Special instructions for VP of Finance

Departments/Programs

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<th>Publications</th>
<th>300</th>
<th>Certification Prog.</th>
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<td>200</td>
<td>General Operations</td>
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INSTRUCTIONS:
G/L Account # will be assigned by VP of Finance.

Attach invoice/receipt and forward or mail to PMI Memphis TN Chapter, VP of Finance, P.O. Box 383283, Germantown, TN 38183-3283

VP Finance use ONLY

<table>
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<th>Date Approved</th>
<th>Date Paid</th>
<th>Check No.</th>
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</table>
Election Committee PDU Letter

Project Management Institute
Memphis, TN Chapter

June 2, 2006

Bruce Janis, PMP
Carl Casta, PMP

I want to personally thank you for serving on the PMI Memphis TN Chapter’s CY2005 election committee. Because of your individual efforts, the election of our chapter officers for CY2005 was run professionally and flawlessly.

As a result of volunteering and serving on the CY2005 Election Committee you have earned five, Category 5, Service to Professional or Community Organizations, PDU’s (the maximum allowed annually).

Again, thank you for your support.

Respectfully,

John Schmitt, PMP
President
Sample Project Charter

Project Charter
For
Establishing a Standing Committee for
Audit and Oversight

January 2, 2004

Submitted by:
John Schmitt, PMP
President
Purpose
This charter has been developed to recognize the existence of the Standing Committee of Audit and Oversight. Mary Chiozza, CPA, PMP, has been assigned Chairperson with overall responsibility for the Audit and Oversight Committee. Her authority and responsibility are defined below.

Vision Statement
The committee will provide recommendations to the President and VP of Finance on financial issues and fiscal control of chapter assets.

Project Managers Authority/Responsibilities
The committee Chairperson is authorized to and responsible for:
  o Review yearly financial statements for fair representation and adherence to GAAP instead of Reviewing all financial documents and transactions
  o Monitoring chapter assets
  o Providing recommendations to the President and VP Finance
  o Briefing the Board of Directors on an as-needed basis
  o Reporting status to chapter membership at the annual business meeting

Assumptions
  o Committee will have the full support of all board members
  o Information will be provided in a timely manner

Constraints
  o Timely access to information as a result of de-centralized board members

Duration
Continuation of the committee will be at the discretion of the President with input from the Board of Directors

Project Sponsors:

______________________________________________  ____________________________
John Schmitt, PMP President                      Date

______________________________________________
Saji Madapatu, PMP VP Finance                   Date

______________________________________________
Mary Chiozza, CPA (Inactive), PMP               Date
Committee Chairperson
Sample PDU Form

Thank you for attending the Memphis PMI Chapter Meeting on January 04, 2005 regarding "Managing Multiple Projects and Project Management Inventory/Cataloging Application Demo" by Dr. John Wasileski, Associate Vice President for Information Systems University of Memphis. We hope that you found the class and the information covered to be beneficial to you. For those of you who are PMP Certified, the PDU value is indicated below. Please retain this letter as a receipt of your attendance. The Memphis Chapter will complete the Professional Development Activities Reporting Form for you. You do not have to take any further action to receive your PDU(s) for this event. We look forward to bringing you more classes to further build and enhance your project management skills!

Sincerely,
Kenneth Watkins, PMP
VP, Education and Certification

MEMPHIS PMI CHAPTER PDU AWARD CERTIFICATE
PROVIDER NUMBER: C202
PROGRAM NUMBER: MEM047
CLASS DATE: 04/01/2005
PROGRAM TITLE: "Managing Multiple Projects and Project Management Inventory/Cataloging Application Demo" by Dr. John Wasileski, Associate Vice President for Information Systems University of Memphis.
PDU'S EARNED: 1
PDU CATEGORY TYPE: 3
SUBJECT AREAS COVERED:
* Knowledge: 10
* Process: 06
* Application/Specific Interest: 05 Education and Training
ACTIVITY SPONSOR: PMI MEMPHIS TN CHAPTER
Sample IRS W-9 Form

Form W-9

Request for Taxpayer Identification Number and Certification

Give form to the requester. Do not send to the IRS.

Name

Business name, if different from above

PMI Memphis TN Chapter

Check appropriate box: □ Individual/ Sole proprietor □ Corporation □ Partnership □ Non-Profit □ Exempt from backup withholding

Address (number, street, and apt. or suite no.):
P. O. Box 383283

City, state, and ZIP code

Germantown, TN 38183-3283

Requester's name and address (optional)

Part I Taxpayer Identification Number (TIN)

Enter your TIN in the appropriate box. For individuals, this is your social security number (SSN).

However, for a resident alien, sole proprietor, or disregarded entity, see the Part I Instructions on page 3. For other entities, it is your employer identification number (EIN). If you do not have a number, see How to get a TIN on page 3.

Note: If the account is in more than one name, see the chart on page 4 for guidelines on whose number to enter.

Social security number

or

Employer Identification number

Part II Certification

Under penalties of perjury, I certify that:

1. The number shown on this form is my correct taxpayer identification number (or I am waiting for a number to be issued to me, and

2. I am not subject to backup withholding because: (a) I am exempt from backup withholding, or (b) I have not been notified by the Internal Revenue Service (IRS) that I am subject to backup withholding as a result of a failure to report all interest or dividends, or (c) the IRS has notified me that I am no longer subject to backup withholding, and

3. I am a U.S. person (including a U.S. resident alien).

Certification Instructions: You must cross out item 2 above if you have been notified by the IRS that you are currently subject to backup withholding because you have failed to report all interest and dividends on your tax return. For real estate transactions, item 2 does not apply. For mortgage interest paid, acquisition or abandonment of secured property, cancellation of debt, contributions to an individual retirement arrangement (IRA), and generally, payments other than interest and dividends, you are not required to sign the Certification, but you must provide your correct TIN. (See the instructions on page 4.)

Sign Here

Signature of U.S. person

Date

Purpose of Form

A person who is required to file an information return with the IRS, must obtain your correct taxpayer identification number (TIN) to report, for example, income paid to you, real estate transactions, mortgage interest you paid, acquisition or abandonment of secured property, cancellation of debt, or contributions you made to an IRA.

U.S. person. Use Form W-9 only if you are a U.S. person (including a resident alien), to provide your correct TIN to the person requesting it (the requester) and, when applicable, to:

1. Certify that the TIN you are giving is correct (or you are waiting for a number to be issued),

2. Certify that you are not subject to backup withholding, or

3. Claim exemption from backup withholding if you are a U.S. exempt payee.

Note: If a requester gives you a form other than Form W-9 to request your TIN, you must use the requester's form if it is substantially similar to this Form W-9.

Foreign person. If you are a foreign person, use the appropriate Form W-8 (see Pub. 515, Withholding of Tax on Nonresident Aliens and Foreign Entities).

Nonresident alien who becomes a resident alien.

Generally, only a nonresident alien individual may use the terms of a tax treaty to reduce or eliminate U.S. tax on certain types of income. However, most tax treaties contain a provision known as a "saving clause." Exceptions specified in the saving clause may permit an exemption from tax to continue for certain types of income even after the recipient has otherwise become a U.S. resident alien for tax purposes.

If you are a U.S. resident alien who is relying on an exception contained in the saving clause of a tax treaty to claim an exemption from U.S. tax on certain types of income, you must attach a statement that specifies the following five items:

1. The treaty country. Generally, this must be the same treaty under which you claimed exemption from tax as a nonresident alien.

2. The treaty article addressing the income.

3. The article number (or location) in the tax treaty that contains the saving clause and its exceptions.

4. The type and amount of income that qualifies for the exemption from tax.

5. Sufficient facts to justify the exemption from tax under the terms of the treaty article.