

ASM Volunteerism Handbook



The Materials
Information Society

Everything
Material.®



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Everything
Material.®

ASM International serves materials professionals, nontechnical personnel, and managers worldwide by providing high-quality materials information, education and training, networking opportunities, and professional development resources in cost-effective and user-friendly formats. ASM is where materials users, producers, and manufacturers converge to do business.



This resource was created by the ASM International Volunteerism Committee.

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Rolls-Royce

Preface

Volunteerism is a key factor to the success and longevity of ASM International. Our members drive the organization at all levels: local chapters, Affiliate Societies, and national committees and councils of ASM itself.

Understanding recent changes in volunteerism is essential to effectively recruit, retain, and recognize the volunteers that enable ASM to achieve their goals. If you are a volunteer leader, you need to understand that trends in today's family dynamics, work time commitments, use of the internet and social networks and new sources of potential volunteers have changed the way to recruit, retain, and recognize our volunteers. To be able to best leverage volunteerism for ASM, whether you are a new or long-time volunteer, you need to be familiar with and use the contents of this Handbook. To enhance the volunteer experience both for yourself and others, we encourage you to GET INVOLVED!

ASM Volunteers can serve at the National level and at their local Chapter level. We have many great people, and this Handbook is designed to help us sustain volunteerism through the sharing of vision, best practices, and resources.

The ASM Volunteerism Committee will update this Handbook as needed with more great ideas and resources. You are all invited to participate as a future committee volunteer, or just by sending us ideas.

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Thank you for taking the time to volunteer for ASM!

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Recruiting “Get Them”



How do you find good volunteers? They are all around you. The ASM Volunteerism survey found that many would serve, but have never been asked.



Job Descriptions

We have probably all been asked to serve in some volunteer role, whether professional, social or religious, and were not given a clear idea of the requirements. Which of these two dialogues is more likely to achieve success?

Dialogue 1

ASM Leader: “Are you interested in being the Membership Chair for our Chapter?”

Potential Volunteer: “Well I don’t know. What does it involve?”

ASM Leader: “Oh, I think it’s easy. Maybe you could ask last year’s chair.”

Dialogue 2

ASM Leader: “Are you interested in being the Membership Chair for our Chapter?”

Potential Volunteer: “Well I don’t know. What does it involve?”

ASM Leader: “Here is a sheet of the objectives, recommended size of the committee, last year’s budget, and estimated time required.”

A point to keep in mind is that many enthusiastic volunteers will want to exercise some creativity in their role, so the job description should be a guide, not a rigid requirement. Volunteers should be allowed to make the job their own, for maximum engagement. Many volunteers also need flexibility in their schedules, so they need to know they are allowed to find alternate ways to achieve the objective.

Taking the time to define roles can serve the dual purpose of reassessing the current positions. Does everyone agree with the objectives for each position? Perhaps there are differing views on what a committee is supposed to achieve, which may be hindering productivity. Think of this as an opportunity to streamline your entire operation, rather than a tedious chore.

Consider the job descriptions at employment websites. Most ads include objectives, tasks, candidate experience, and an idea of the benefits. Would you be more likely to apply for a job with a clear description or one simply stating they are looking for a few good people?



Local Chapter Job Descriptions

Chair

- Preside over all chapter program meetings
 - Preside over all executive committee meetings
 - Appoint committees
 - Delegate committee responsibilities
 - Coordinate communications with ASM Headquarters
- Pursue overall society objectives
 - Responsible for reports to ASM Headquarters

Vice Chair

- Direct educational, programming, and membership activities
- Ex-Officio Chair to all committees
- Fill in for Chair when required

Secretary

- Maintain all chapter records
- Responsible for meeting minutes for chapter
- Maintain all correspondence
- Provide annual report to all members at chapter annual meeting
- Expedite member recognition program

Treasurer

- Gather, disburse, and manage chapter funds
- Submit monthly status reports
- Serve as custodian of banking and other securities
- Set up annual budget and keep integrity of all finances
- Supply annual finance report to ASM Headquarters
- Maintain accurate records for banking and investments

The above is just a sampling, from the *Chapter Operations Manual*, of what can be expected from the chapter officers. It provides you with titles, job descriptions, suggested tasks, and objectives.

Time commitments and experience are missing. The suggested template, or job description, as shown in Appendix I, can fill in such details from the current volunteers. Your template would give each chapter a better idea as to how much time and effort is required for each volunteer position. Each chapter has different requirements.

The *Chapter Operations Manual* is a great resource for committee and subcommittee positions that can enhance the chapter activities. Synergy is a

valuable resource, so the more volunteers committing to even a small part of your program, the better it is.

Opportunities at the International Level

There are 20 to 30 different national committees that an individual might consider participating in. These committees have their own objectives, but they all support the *ASM Strategic Plan*.

The national committees are listed here with a small sampling of requirements. The “Resources” links at the end of this section provide detailed information.

The first and foremost qualification for any of the below committees is that you are a current member of ASM International with a strong desire to make a difference and network with other members.

AeroMat Organizing Committee

Term: Three years

Committee size: Approximately 20 members

Qualifications: Aerospace background and interest

Time commitment: One hour teleconference meeting monthly plus face-to-face meeting at AeroMat

Purpose: Provide the aerospace community with a venue where timely technical information is shared and a collaborative environment is created for the exchange of information on all aerospace materials and processes.

Alloy Phase Diagrams Committee

Term: Three years

Committee size: 23 members plus editor and ex-officio

Qualifications: Experts in the field of phase diagrams (users and researchers)

Time commitment: JPED published bimonthly and committee to maintain continual surveillance (several hours of reading per issue). Subcommittee 6–24 hours per specific project

Purpose: Oversees, guides, and monitors the technical standards in alloy phase diagram data activities and serves as liaison with other committees.

AM&P Editorial Committee

Term: One to three years

Committee size: 15 members

Qualifications: Members from industry, academia, and laboratories

Time commitment: 2-hour meeting at MS&T; 6 teleconferences per year

Purpose: To assist the editor in choosing topics and finding authors.

ASM MS&T Programming Committee

Term: One to two years

Committee size: Up to 25 members

Qualifications: Background, certifications/licenses required. Past experience

Time commitment: 2 meetings, minimum of 2 conference calls, plus hours required to fulfill role.

Purpose: Provide vision, leadership, and resources for technical programming at ASM, primarily MS&T; coordinate technical content between affiliate societies; contribute new program and service ideas.

ASM and TMS Joint Commission on Metallurgical and Materials Transactions

Term: Three years — January 1 through December 31

Committee size: 6 society representatives (3 from ASM; 3 from TMS) plus 1 staff member from each society

Qualifications: Senior persons with a history of experience in materials science and engineering publishing who will provide vision and direction for the future of the Met Trans journals.

Time commitment: Met Trans A is published 13 times a year, and Met Trans B is published 6 times a year. Commission members are expected to maintain continual surveillance of the editorial and technical quality, which would require several hours of reading per month. In addition to the full Commission meetings, those members who are currently involved in specific projects may also spend 2–10 hours per month for the duration of the project.

Purpose: The Joint Commission makes policy decisions with respect to the technical content and editorial direction of Metallurgical and Materials Transactions. It provides direction regarding the appropriate scope of coverage, determines methods for selection of articles for publication in the journals, maintains continual surveillance of the quality of technical content, reviews the performance of the editorial staff/office, and refers recommendations to the ASM International and TMS Boards of Directors as may be appropriate.

Awards Policy Committee

Term: Three years

Committee size: 7–13 members

Qualifications: Experience in evaluating awards and nominations and good knowledge of ASM.

Time commitment: 1 annual meeting at MS&T, 1–3 hours teleconferences, 20 hours to review awards annually.

Purpose: Define and review rules of general awards policy, initiate new awards, discontinue awards, and protect the integrity of the program and confidentiality of award selections and records.

Canada Council Committee

Term: Three years

Committee size: 18 members

Qualifications: Served as Local Chapter Chair

Time commitment: 2 meetings (NWROC and MS&T), plus 1 teleconference per year.

Purpose: To foster Canadian identity, communicate with all Canadian chapters, and promote services and technology in Canada.

Certification Committee

Term: Three years with possible reappointment

Committee size: 5–13 members

Qualifications: Representative from affiliate associations; interested in promoting the certification and training of the affiliate member.

Time commitment: 12 teleconferences; 4–6 hours per year for policy creation and review

Purpose: Develop policies and procedures for all certification programs, arbiter in cases of disputes, monitor progress of programs.

Chapter Council

Term: Three years

Committee size: 16 members plus 2 Board of Trustee Liaisons
Qualifications: Served as Chapter Chair on local level
Time commitment: Two meetings (Leadership Days and MS&T); 10 teleconferences per year; and 3-day commitment to presentation of Leadership Days.
Purpose: Provide leadership, experience, guidance to local chapters; review Quality Recognitions Program, and serve as liaisons with their assigned Regional Districts.

Content Committee

Term: One to three years
Committee size: 15 members
Qualifications: Experience with an ASM content-generating committee
Time commitment: 1 annual meeting at ASM MS&T; several teleconferences; 2–4 hours per month, more when special projects arise.
Purpose: To proactively generate more materials information through content acquisitions, including published information and related existing committees.

Education Committee

Term: Three years
Committee size: 15 members
Qualifications: Commitment to MS&T profession, interest in education, and deliver results according to plan and timelines.
Time commitment: 1 annual meeting at MS&T, 1 hour teleconference per month minimum.
Purpose: Coordinate, define, develop, test, and deliver programs, products, and services that provide value to professional development of members.

Emerging Professional Committee

Term: Three years
Committee size: 15 member plus 3 officers
Qualifications: Up to five years post graduate with a desire to learn more about ASM International committee involvement with application.
Time commitment: 1–2 meetings; 10 teleconferences per year
Purpose: Promote seamless transition from one generation of volunteer to the next; serve on one subcommittee and one additional national committee or council.

Emerging Technology Awareness Committee

Term: One to three years
Committee size: 15 members
Qualifications: People from a variety of industries, academia, and research laboratories.
Time commitment: Three subcommittees that communicate via telecom 6 times a year. Extra assignments may be complex and lengthy.
Purpose: Update members and board about future direction of materials development.

Failure Analysis Committee

Term: One to three years
Committee size: 25 members plus Board Liaison and Staff Liaisons
Qualifications: Involved in failure analysis through work, study, or research.
Time commitment: Annual meeting; programming 1 hour every other week for 3 months; and quarterly conference calls outside programming.

Purpose: Prepare symposia and content to address the failure analysis and prevention interest of ASM, including programming committee for MS&T, the Journal of Failure Analysis and Prevention, creation and teaching of various courses; and Handbook Committee activities.

Finance Committee

Term: Up to three years

Committee size: Approximately 15 members

Qualifications: In-depth knowledge of ASM organization, products, services; business acumen and background.

Time commitment: Three face-to-face meetings annually and 1–2 teleconference meetings.

Purpose: The Finance Committee shall supervise the financial affairs of the Society under the direction of and with the approval of the Board.

Handbook Committee

Term: One to three years

Committee size: 15 or more members

Qualifications: Familiar with ASM Handbook products; experience with content needs and revision objectives to name a few.

Time commitment: 1–2 meetings; monthly teleconferences plus 2–16 hours per month for review and follow up.

Purpose: To ensure Handbooks are current, accurate, complete, and easy to use; technical, administration recommendations to Editorial staff provide broad policy guidance pertaining to all aspects of Handbook.

India Council

Term: Two years, June 20 through June 20

Council size: 28 members, which include Chair; Vice Chair; Immediate Past Chair; Secretary, and Treasurer.

Qualifications: ASM International member; affiliated with one of the ASM India Chapters. Either the Chair or Vice Chair from each of the five India Chapters (India/Mumbai; Pune; Gujarat; Chennai, and Bangalore) must be represented.

Time commitment: Approximately 3 hours per month.

Purpose: The ASM India Council has been in existence for over 30 years, and its purpose is to foster an Indian identity within ASM and to serve the particular interests of the Indian members of ASM without conflict with the international position of ASM. The India Council shall support the ASM Strategic Plan and be accountable and responsible for those strategic actions that fall within the purview of the council. The council shall be responsible for contributing new program and service ideas that support the Strategic Plan.

International Materials Review Committee

Term: Three years

Committee size: Up to 25 members

Qualifications: Key senior people within their field who have a broad network of contacts at the “expert” level. Well read in the technical literature. Maintain ongoing awareness of the status of and development in a variety of technical areas.

Time commitment: 4–18 hours per month. Peer review, plus follow up with authors until publication.

Purpose: Provide technical review of submitted manuscripts for publication

Investment Committee and ASM Materials Education Foundation

Investment Committee

Term: Up to three years

Committee size: Approximately 15 members

Qualifications: In-depth knowledge of ASM organization, products, services; business acumen, and investment experience, knowledge, and background.

Time commitment: Three face-to-face meetings annually and 1–2 teleconference meetings.

Purpose: The Investment Committee shall supervise the investment portfolio and the real estate holdings for the Society.

Joint Government Affairs Council

Term: One year

Committee size: Approximately 10–12 members

Qualifications: ASM International members with a knowledge and or presence in Washington, D.C. and engaged in government affairs.

Time commitment: Approximately 5 hours per year, primarily at MS&T

Purpose: To coordinate and streamline the government affairs activities of individual professional societies in the materials community.

Journal of Materials Engineering Performance Committee

Term: Three years

Committee size: Up to 20 members plus JMEP editor, associate editors as ex-officio

Qualifications: Broad interest in materials engineering including materials selection, design, processing, characterization and evaluation; experience in authoring and reviewing manuscripts for technical journals.

Time commitment: One meeting, plus e-mail and teleconference as needed.

Purpose: Identify trends in the application of materials to engineered systems and testing of materials performance; maintain surveillance of the publication and recommend changes.

Materials and Processes for Medical Devices Committee

Term: Three years

Committee size: 12–15 members

Qualifications: Primary qualification is to have knowledge and experience related to the medical device design and manufacturing industry.

Time commitment: Time commitment can vary depending on roles. General expectation is 2–4 hours per month, more when special projects arise.

Purpose: To advance information sharing, networking and training related to materials and processes for medical devices.

Materials Properties Database Committee

Term: Chair and Vice Chair serve two years. New members serve three years

Committee size: 18–20 members

Qualifications: Primary qualification is knowledge and experience related to the development, application, or management of structured materials properties databases (numeric properties, graphs, tables, etc.).

Time commitment: Vary depending on roles. General expectation is 2–4 hours per month; more when special projects arise.

Purpose: Assess the need for materials property information, such as alloy designations, compositions, physical and mechanical property information. Oversee the development of data publications. Collaborate with the Web Committee, New Products and Services Committees, and other appropriate

committees to support the ASM Strategic Plan. Accountable and responsible for those strategic actions that fall within the purview of the committee.

Membership Committee

Term: One to three years

Committee size: 16 members

Qualifications: Member of ASM International

Time commitment: 12 teleconferences per year plus 2 hours preparation work

Purpose: Review and enhance value proposition, grow and retain membership, improve communications with membership

New Products and Services Committee

Term: One to three years

Committee size: Up to 15 members

Qualifications: Primary qualification is knowledge and experience related to all aspects of new product development, especially for web-based solutions that leverage ASM's materials expertise and comprehensive content resources.

Time commitment: Time commitment can vary depending on roles. General expectation is 2–4 hours per month; more when special projects arise.

Purpose: Responsible for the future growth engines of ASM.

Technical Book Committee

Term: One to three years

Committee size: 21 members

Qualifications: Experience at writing, publishing or reviewing articles, reviewing proposals, assisting in locating content contributors.

Time commitment: 1 annual fall meeting; several teleconferences; 4–5 hours per month.

Purpose: Foster the development of excellence in technical areas, suggest subjects and authors, and recommend improvements in the published works.

Volunteerism Committee

Term: Three years

Committee size: 12–15 members

Qualifications: Past experience and knowledge of ASM activities.

Time commitment: Various teleconferences; 42–44 hours annually, more for officers.

Purpose: Identify the needs of volunteers and create programs to improve existing processes.

Web Committee

Term: One to three years

Committee size: 20

Qualifications: Various levels of experience with a background in materials engineering.

Time commitment: 1 meeting at MS&T; 12 teleconferences per year, plus subcommittee monthly teleconferences.

Purpose: To guide and champion ASM's web strategy and development to meet current and future member needs, affiliate societies, and the technical community.

Opportunities with Affiliate Societies

ASM International has five Affiliate Societies:

- Electronic Device Failure Analysis Society (EDFAS)
- Heat Treating Society (HTS)
- International Metallographic Society (IMS)
- International Organization on Shape Memory and Superelastic Technologies Society (SMST)
- Thermal Spray Society (TSS)

Within each Affiliate Society, there are subcommittees. An example is shown from the Thermal Spray Society:

Accepted Practices Committee on Mechanical Properties

Develop and make known practices of various elements of thermal spray technology. Includes collection, evaluation, and generation of useful accepted practices.

Accepted Practices Committee on Metallography

Recommend best practices for the metallographic preparation of thermal spray coatings.

Accepted Practices Committee on Mechanical Testing

Review existing mechanical testing procedures to ensure that these tests provide accurate and reliable data pertaining to the properties to thermal spray coatings.

Awards Committee

Recommend to the Board the awards policy of the Society and be responsible for the awards activity.

Membership, Marketing and Outreach Committee

Develop an overall marketing and pricing strategy resulting in a product and service concept and public relations programs to enhance the image of the thermal spray industry.

Also responsible for membership growth, member satisfaction and implementing programs in cooperation with other committees

Journal of Thermal Spray Technology Committee

Identify major trends and developments in thermal spray technology. Aid the JTST editor in manuscript acquisitions. Continue surveillance of the publication for technical quality, currentness, and fulfillment of stated scope.

Program Committee

Provide the leading forum for the exchange of information in the thermal spray community via technical programs, proceedings and expositions and provide incentives for excellence in the research, development, and commercial fields of thermal spray through appropriate awards and other means of recognition.

Safety Committee

Develop and make known practices of various elements of thermal spray technology that include collection of information, evaluation and generation of useful accepted practices.

Training Committee

Develop, deliver, and support training programs that will best serve the needs of the thermal spray industry.

Certification Committee

Establish an industry certification program.

Ideas and Best Practices for Creating Job Descriptions

- Create a simple template with information pertinent to every role (See Appendix I). Some ideas for what to include:
 - Job title
 - Brief description of the work and objectives of the position
 - Approximate time required
 - Include both meeting attendance and task fulfillment
 - Experience needed—computer skills, budgeting, etc.
 - Suggested tasks
 - Suggested budget
 - How the job fits into the chapter as a whole
- Jazz it up with photos, comments on the importance of the job, and why the volunteer will love it.
- If a job can be split between more than one person, be sure to indicate this so that a potential candidate can find a partner if they would like.
- Incorporate information from the Chapter Operations Manual, which already has descriptions of the committees.
- Ask the current committee chairs or volunteers to complete these templates while they are serving. This divides the work and allows those closest to the work to describe it. The chapter leadership may want to review these to make sure everyone is on the same page.
- It can also be helpful to provide contact information for previous job holders so new volunteers can ask their predecessors for assistance if needed.
- Consider creating multiple, shorter-term, job-specific volunteer positions to attract those with time limitations (the primary reason in the 2008 General Membership Survey given for a member's lack of involvement is lack of time). Once a new volunteer sees the benefits in volunteering, he may be open to accepting a longer term position.

Resources for ASM Committee/Council Job Descriptions

Listing of ASM committees with purpose statements for each committee:

<http://www.asminternational.org/committees>

Responsibilities of a committee chair, vice chair, member and secretary:

<http://www.asminternational.org/LeadershipRoles>

Detailed information on each committee:

<http://www.asminternational.org/HowCmtesWork>

Complete listing of Affiliate Society Committees:

<http://www.asminternational.org/AffiliateCommittees>

Local Chapter Leadership Roles:

<http://www.asminternational.org/LocalChapters>

Chapter Operations Manual:

<http://www.asminternational.org/ChapOpManual>

Opportunity Publicity

Another Volunteerism Survey finding was that people did not know what kind of volunteer opportunities existed. Some may go looking and ask, but many potential volunteers are too busy. Successfully recruiting volunteers requires making the opportunities very visible and very attractive.

In our Focus Group studies, we also found that opportunities at the National Level are not well known at the Local Chapter level.

The ASM International website now has a landing page to post positions for which they are seeking volunteers. Local Chapters, Affiliate Societies, and International Committees are contacted via e-mail and asked to provide their open positions and job descriptions. The ASM Staff will post these and connect the responding volunteers to the Chapter or Committee.

The website also has an area for volunteers to enter their name and interests.

The screenshot shows the ASM International website's 'ASM Committee/Council Volunteer Opportunities' page. The page is titled 'ASM Committee/Council Volunteer Opportunities' and includes a sub-header 'Member positions are being accepted for the following Committees/Councils:'. Below this, a list of committees and councils is provided, including the Acta Materialia Board of Governors, Alloy Phase Diagram Committee, AM&P Editorial Committee, ASM & TMS Joint Commission on Metallurgical and Materials, Awards Policy Committee, Canada Council, Certification Committee, Chapter Council, Content Committee, Education Committee, Emerging Professionals Committee, Emerging Technologies Committee, Events Committee, Failure Analysis Committee, Finance Committee, Handbook Committee, India Council, International Materials Reviews Committee, Investment & ASM Materials Education Foundation Invest. Committee, Joint ASM/TMS Governmental Affairs Council, Journal of Materials Engineering & Performance Committee, Materials and Processes for Medical Devices Steering Committee, Materials Properties Database Committee, Membership Committee, New Products and Services Committee, Programming Committee, Technical Books Committee, Volunteerism Committee, and Web Committee. The page also features a navigation menu with options like Home, News, Membership, Store, Events, Education, Information Resources, and Societies. A sidebar on the right lists featured sponsors: MicroMet 6000 Hardness Tester, BUEHLER, INDUCTOTHERM GROUP, ATI, and Thermo Scientific. The page footer includes contact information for ASM Volunteerism.

The ASM staff will let Local Chapters, Affiliate Societies, and Committees and Councils know when there is a good match for their needs.

Ideas and Best Practices for Publicizing Opportunities

- Post the job descriptions on the local chapter website.
- On the local chapter website, include a link to the ASM International website location for volunteer opportunities.
- At a spring local chapter meeting, have a short recruiting segment to explain volunteer opportunities, share the job descriptions, and ask for candidates.
- Create an e-mail for the entire local chapter mailing list that explains opportunities and asks for volunteers.
- National committees can create a summary of opportunities and distribute it through the distribution list to local chapter leaders.
- Local chapters can create a “coffee talk” at a technical meeting featuring someone who served at the national level.
- Make it clear if the job can be done remotely or if attending meetings in person is required. Be creative and more open to allowing a person to work remotely to accommodate potential volunteer time constraints and travel restrictions.

Resources for Volunteer Publicity

ASM International website location for current volunteer opportunities

“Get Involved” information on ASM website:

<http://www.asminternational.org/VolunteerResources>

Volunteer Sign Up form on ASM website:

<http://www.asminternational.org/volunteernow>

List of ASM Affiliate Committees (Electronic Device Failure Analysis, Heat Treating, Thermal Spray, Shape Memory and Superelastic Technologies):

<http://www.asminternational.org/AffiliateCommittees>

List of ASM National Level Committees (Chapter Council, Handbook, Materials and Processes for Medical Materials) and many more!

<http://www.asminternational.org/committees>



Motivation

Okay. So we have good job descriptions, and we posted and e-mailed them to all members. And no one responded. Sound familiar? We all know this is going to take some “selling”. But, with the structure and awareness in place, we hope it is easier.

How does your Chapter fill positions? Does the Chapter Chair just call friends and colleagues and start sticking the warm bodies into job titles? Does a small group of volunteers just keep swapping committees each year, leading to burn-out? Are the committees really just one person that does all the work?

When we asked how a volunteer first became interested in volunteering, 42% said they were asked by another member, whereas only 11% sought the position on their own. Only 6% became aware through formal communication channels. This indicates that the personal request for help may be the most successful.

Ideas and Best Practices for Motivating Volunteers

- Appeal to their interests. Those with school-age children may be more interested to help with student outreach or Materials Camp. A specialist in a particular field may be interested in work on an affiliate society. Those seeking networking with others at an international level may be interested in one of the ASM International committees and councils.
- Remind volunteers that these are good avenues for visibility. Some employers see these outside work activities as evidence of a high achiever.
- Point out that volunteers make valuable contacts and expand their professional network.
- Show volunteers how much better their resume can look. “Member of ASM International” is okay, but “Active Volunteer with ASM International” with a collection of examples looks much better!
- Remind chair persons that this is another opportunity to work on leadership skills and show how they can execute through others that do not directly report to him or her.
- There are some local chapter positions that actually pay real money!

Talent Alignment

We all have our strengths and weaknesses, things we gravitate to and things we shy away from. From time to time, we may have career experiences that run the gamut from a job we are completely comfortable with and know well, to something totally new that requires the learning of new hard and soft skills. Soaring with strengths can be comforting or boring. On the flip side, a totally new opportunity can be invigorating or frustrating and depressing.

There is no magic formula, and again, balance applies. We should think about “talent alignment” in our ASM Chapters, the same way we think about it in our careers.

If a job requires asking for money, find the charmer that can achieve results. If we want to staff our Materials Camp for high school students, find the engaging teacher-types. Managing the books requires some financial savvy and attention to detail. Long Range Planning requires visionaries and motivators.



Ideas and Best Practices for Talent Alignment

- Form a small committee to select next year's Committee Chairs, with talent alignment in mind.
- Use the Nominating Committee to think about Committee Chairs with the right talents.
- Use the Long Range Planning Committee to prepare ideas about future Committee Leaders' talents to achieve future results.
- Hold a short training session for Committee Chairs to think about talent alignment, as they select their committees.
- Ask the current Chapter or Committee Leaders to talk to attendees at meetings, conferences, or other events, with the purpose of understanding talents and interests for future volunteer opportunities.
- Go outside the current Committee to solicit volunteers for short-term assignments where they can contribute without the longer-term Committee commitment. Get to know the short-term volunteer's special abilities for potential matching with a future longer-term position.
- Give a new volunteer a small assignment at first, before overwhelming them with a large job.
- Identify jobs or tasks that can be done electronically, and steer these to those with difficulties attending meetings in person.

Resources for Talent Alignment

Refer to responsibilities as outlined in Job Descriptions (Chapter, Committees/Councils, Affiliate Societies)

Retention

“Keep Them”



How do we keep those valuable and precious volunteers? We need many techniques, and the soft skills are more important than the hard skills. Some studies have reported that the number one reason that volunteers quit is due to hurt feelings.



In our Focus Groups, one participant summed it up: “Volunteerism must come from the heart.” People volunteer because they WANT to, not necessarily for pay or rewards. They feel a higher purpose and want to contribute. If this want is already there, we must nurture it.

Coaching

“Coaching is 90% attitude and 10% technique.”

The strength and wellbeing of our society depends on the volunteers that we have working for us in the future. There is no better way to ensure success than by preparing new volunteers to fill key roles in the society when we are gone. A coaching program can serve a multitude of purposes, from increasing involvement, passing on knowledge, and fostering interpersonal relationships in the society.

Coaching is so important to Society excellence that ASM International has formalized expectations of Professional Board Members in coaching Student Board members. The ASM Board of Trustees added a student member years ago for diverse perspectives and succession planning. Each year, one Trustee is selected to be an official mentor to the student board member. Suggestions are included in a document “ASM Board of Trustee Mentor Guidelines,” such as:

- Officially welcome the Student Board member at the start of his/her term.
- Introduce member personally to other Board members at meetings.
- Encourage input of member at meetings.
- Assist the Student Board member with activities and networking at the annual MS&T Event.

Your Chapter, Committee, Council or Affiliate society may want to formalize some coaching roles that are deemed critical to success.

Ideas and Best Practices for Coaching

- A mentor is not a role for just anyone. It is imperative to select mentors that are highly experienced, promote a strong



professional relationship with the mentee, and are able to benefit from the mentoring program as well. A good mentor must reach out to their mentee and challenge them to achieve more while maintaining their own volunteerism responsibilities. This is not a mission for the faint of heart.

- Find a common ground. Matching mentors to mentees depends more on aptitudes than demographics. Realize what the player needs to learn and what the coach has to teach.
- Have a structured goal for the outcome of the coaching program. It is easy to flounder and become ineffective without direction.
- Develop a formal mentoring program where new chapter and committee members are teamed with veterans in order to boost volunteerism and involvement for newcomers.
- Give frequent feedback. Let the volunteers know how their work is appreciated and what needs to be done if they are not doing it (do this privately).
- Develop accountability from the beginning. Ensuring that your volunteers see that all are working to achieve the goals is a motivation to the others on the team.
- If you are a leader, make yourself available to the volunteers, and ensure that they know they can contact you with any issue.
- Ask questions so the volunteer can get comfortable finding answers for himself/herself.
- Be generous with praise.

Resources for Coaching Volunteers

ASM Board of Trustee Mentor Guidelines (Appendix II)

<http://www.asminternational.org/VolunteerResources>

Review all the ideas in the “Motivation” section of this Handbook. They are equally important to volunteer recruiting and retention.

Succession Planning

Many successful businesses and organizations practice succession planning to ensure a pipeline of talent for specific jobs. One goal is to get an individual experience in many functional areas, so they can best manage the entire effort in the future. Depending on the job, another goal may be to develop deep expertise in a particular subject.



The people succession plan is just one aspect of ensuring a smooth running organization for years to come. Another aspect to keep in mind is the

training and documents needed to perform the job.

Therefore, succession planning may also require some organizational effort to house needed documents, hold formal transition events, and retain the outgoing volunteer for some consultation.

Ideas and Best Practices for Succession Planning

- Develop a co-chair committee structure, where a volunteer serves for two years, with one rolling off each year. The veteran can keep the committee on task, and the new co-chair can learn the ropes and take the lead role the following year.
- Add “Succession Planning” to the role of the “Long Range Planning” committee, so they are thinking not only about long term goals, but the talent needed to achieve those goals.
- Ensure all committee chairs understand the requirement that they prepare a “document kit” to hand off to their successors.
- ASM national committees/councils practice a rotation of 1/3 new members appointed annually as outlined in the “ASM Rules for Government”.

Resources for Succession Planning

Constitution and the Rules for Government of ASM International

<http://www.asminternational.org/Constitution-Rules>

Redirecting Volunteers

Have you ever had a chapter volunteer that loved their job so much, they offer to do it year after year? In some cases that is great. We keep a seasoned veteran that knows what to do. With experience, one can make necessary improvements year-to-year. We don't have to try to cajole a new volunteer to take that role. However, it also might result in stagnation and difficulty in recruiting committee members because the leader has a “my way” outlook that could be a turn-off for the volunteer pool that might also like that role.

Another situation is where you have volunteers that have never “got it” and that think that volunteer commitments are “maybe if I have enough spare time” commitments. These volunteers not only hinder the work that needs to be done, but they can also affect the attitude of their fellow volunteers! If you are in a leadership position, you need to actively manage your volunteers, and you may need to release some and re-recruit to keep your team efforts productive.

Ideas and Best Practices for Redirecting Volunteers

- Give volunteer feedback on his or her performance in a private setting.



- Be sure to enforce your rules and keep the standards high.
- In cases where performance doesn't improve, suggest they take time out and come back as a volunteer another time.
- Find a job that the volunteer is more suited for.
- Team the volunteer with a mentor or helper to assist with execution of responsibilities, or compliment strengths and weaknesses.
- Use time limits on assignments to help drive change and fresh ideas.

Resources for Redirecting Volunteers

Chapter 8, "Managing or Canning High-Maintenance Volunteers—Performance Coaching the Volunteer from Hell," *The New Breed: Understanding & Equipping the 21st Century Volunteer*, Jonathan McKee and Thomas McKee, 2007

Recognition “Celebrate Them”



Yes, we’ve heard that volunteerism comes from the heart, and that people don’t necessarily volunteer for pay or rewards. But it’s still oh-so-nice to be recognized and thanked.

Some volunteers do want the “reward” of an item to put on their resume or job achievements. In these cases, the role itself does some of the recognition work for us.

Others just want their contribution recognized—a simple thank you, letter to their boss, or mention at a meeting.

There are many ways to say “Thank You.”

Recognition

Volunteers are seldom paid; not because they’re worthless, but because they’re PRICELESS!

No one signs up for a volunteer position in order to seek recognition for their achievements, but this recognition does help to keep our volunteers coming back. Research has shown that various formal and informal recognition programs are capable of enhancing engagement, productivity, and retention. The best part is that recognition doesn’t need to be expensive or time consuming to be effective. In many cases, a simple card or a “thank you” can suffice. Now is that too much to ask?

Ideas and Best Practices for Recognition

- Be aware of what motivates your volunteers. Not everyone is motivated by the same thing, so be sensitive and aware of what motivates them and incorporate that in your dealings with each individual member.
- Awards and Acknowledgements. ASM International has a number of awards to offer volunteers of every type—from plaques that recognize long term service to the society to pins and personalized certificates to



recognize the smallest of efforts. These awards are available on a chapter and society level.

- A cost-effective certificate is being used by the Detroit local chapter for recognition of members, scholarships, etc.
- These certificates can be customized by obtaining a special embosser (around 2 ¼-inch desktop version) with chapter name and date the chapter was founded.
- Gold foiled, embossed seals can be created by affixing gold seals along with the embosser to the printed certificate.
- ASM Points are now available for society volunteers that serve in a variety of formal positions.
- ASM also has specific awards to recognize our most outstanding volunteers.
- Allan Ray Putnam Service Award
- Silver Medal
- Sometimes the best touch is a personal touch. A simple thank you card after a big project is completed or a “pat on the back” can convey your appreciation with a sincerity that isn’t demonstrated with formal awards.
- At the end of the job, send an e-mail or letter to the volunteer’s supervisor, letting them know of the great job their employee did.
- Recognize a different volunteer each month in a chapter newsletter.
- Thank the families of volunteers.
- Remind volunteers to mention their role on their resume, job performance review, or other documents.
- Offer to write a letter of recommendation, if one is ever needed.
- Recognize each other. Recognition is not just a role for leaders!



The following list includes the available ASM awards for volunteerism.

ASM Volunteer Recognition			
Recognition	Where Presented	Award	Link
Allan Ray Putnam Service Award	Award Dinner/ MS&T	Crystal Award	Putnam Rules and Nomination Form
ASM Awards Program	Award Dinner/ MS&T	Honorary Membership	Awards Program Nomination Forms and Rules
Committee/Council Chair Story	ASM News January and February	Article highlights those volunteers who are leading ASM's committees and councils. A similar article is done for Affiliate Society leaders.	Chair ASM News Article
Committee/Council Chair Recognition	MS&T	Presentation of Chair tie or scarf	
Committee/Council Member Recognition	MS&T	Complimentary Lunch for ASM committee and council attendees	
ASM Chapter Council Recognition	Leadership Days	Five-Star Awards	Five-Star Awards Leadership Days
Chapter Level Recognition	Chapter Meetings	Plaques	Past chair, Appreciation Award, Individual Member Award, Chapter Sustaining Members, Lecturer, etc.
		Certificates	Membership, Metallurgical Engineering, Scholarships, Young Member, etc.
		Pins	
		Membership Pin	Bronze ASM logo
		Past Chapter Chairman Pin	Bronze ASM Logo "Past Chair"
		Young Member Pin	Gold Square Pin "Young Member Award"
		President's Award Pin	Gold Square Pin "Presidents Award"
Chapter Appreciation Night		Use to recognize Door Greeters, Volunteers in the Chapter newsletters, etc.	
Letters of Thanks to Volunteer's Manager		Letter to a volunteer's manager thanking them for allowing their staff to volunteer for ASM.	
ASM Points		Volunteers earn points based on their level of volunteer activities.	
Recognition in ASM News and Nexus		Volunteer articles for ASM News	
Chapter Volunteer Honor Roll		ASM News in August AM&P Magazine	
Volunteer Profile Article		Monthly Article in ASM News in AM&P Magazine	
National Volunteer Day/ Recognition		Thank you letter from ASM President to volunteers	
MVP Award		Tie or Scarf	A unique ASM micrograph tie presented to volunteers who have made an impact or positive change relative to chapter activities, committees, councils, products, services, etc. Tie is NOT sold but given only to volunteers.

Resources for Recognition

ASM Points Program: <http://www.asminternational.org/portal/site/www/membership/benefits/points/>

ASM Awards: <http://www.asminternational.org/portal/site/www/membership/award-nominations/>

Certificate (see Appendix III Certificate Template)

Culture Change



Each of us works as a “volunteer recruiter” sometime during our own volunteering for ASM. And many of us have been around for a long time! Recognizing that today’s volunteers are different than those we’ve often successfully recruited in the past is key in successfully obtaining the committed volunteers that ASM needs for the future. “Old habits die hard” and each of us operating in the “volunteer recruiter” role needs to keep this in mind as we look to make changes in how we recruit new volunteers and how we encourage those around us to recruit volunteers! Our success in recruiting—and the success of ASM—depends on how well we understand the new volunteer dynamics and how we can adapt our recruiting style to these new dynamics. Interested? Read on!



In their book *The New Breed: Understanding & Equipping the 21st Century Volunteer*, authors Jonathan and Thomas W. McKee state that the “new breed” of volunteer is shaped by recent developments and trends. These changes should help us recognize that we likely need to operate in ways different from those that have been successful in the past.

Here are five developments or trends, identified in *The New Breed* that will affect how we successfully recruit new volunteers:

1. Family demographics have changed from the nuclear family to the single parent family. Recruiting a single parent may require more flexibility in scheduling or how they work within your current organizational structure.
2. A need for flexibility over rigid schedules. The new breed of volunteers works better when they can work their own way and according to their own schedules and time commitments. As a recruiter, we need to recognize that demanding someone fit into our standard way of doing things might not be successful.
3. Two new large groups of potential volunteers—retiring Baby Boomers and young volunteers (born after 1981)—have appeared. We need to know how to reach them!
4. Internet technology has created the “virtual volunteer.” These new volunteers are effective without having to meet face-to-face.
5. Today’s volunteers have an increased sense of professionalism and want to have more of a say in how the work should be done.

Because of these developments and trends, there are some changes that should be incorporated into our recruiting style:

- Volunteers need personal invitations. Announcements will NOT typically get volunteers. They want to be asked. So use the announcements we publish, but use them in your personal calls or visits.

- Recruit a potential volunteer initially for short-term projects—particularly for young people—rather than for long term commitments. Be willing to be flexible in your existing organizational structure to include the short-term volunteer. And remember that short-term projects can often open the door to longer term commitments based on what the new volunteer sees.
- Use the roles and responsibilities information that has been developed and posted so the potential volunteer knows what they will be doing and what is expected of them.

On a positive note, the authors of *The New Breed* write that individuals who are willing to volunteer are on the increase. We simply need to know how to reach them and how to effectively recruit them! ASM is making changes to existing systems and developing tools to improve volunteer recruiting efforts. But we, as the individual recruiters, need to also learn new skills to effectively reach productive volunteers for ASM. It is a cultural change in the way we need to do business in the future. And it won't happen unless you make a conscious effort to make the needed changes and to use the new tools. Let's commit to be part of that group that can effectively recruit that "new breed" of volunteer that is out there!

Ideas and Best Practices for Culture Change

- For local chapters, have the Long Range Planning Committee focus on a Culture Change analysis.
- Hold a specific "Culture Change" review to invite feedback on what works well and what might be improved.
- Create an "Aspiration Statement" that is used to open committee and technical meetings to continually remind everyone of the desired future state.
- Provide web-training opportunities for Committee leaders, potential Committee leaders, and volunteers, which review the key points in this ASM Volunteerism Handbook, with focus on those areas that are cultural changes that need to be made.

Resources for Changing Culture

http://humanresources.about.com/od/organizationalculture/a/culture_change.htm

<http://www.healthyculture.com/Articles/CCplanner.html>

http://managementhelp.org/org_perf/culture.htm

Metrics

Someone famous once said, "You can't manage what you can't measure", and that adage is appropriate today with volunteer management. The challenge in the case of volunteerism is putting metrics to something ephemeral. How do you measure success and how do you quantify it? For volunteerism,



we're going to look at a model that allows a leader to determine what the minimum volunteer requirements are of a team to successfully deliver their program/service.

So let's look at the aspects of a successful volunteer organization. What qualities does it have, and which of those qualities can be leveraged to support the volunteer metrics?

Successful volunteer organizations have:

1. Committed leaders and structure
2. A strategic plan that links to the larger organizational strategic plan
3. Self-awareness
4. Carefully made plans to constantly rejuvenate

1. Committed Leaders and Structure

In most cases, volunteer bodies, whether a Chapter Executive Committee, an Affiliate Board, or national-level committee, have a set of committed leaders that understand the basics of what that team needs to accomplish year-to-year. Take a few moments and write out or review the list of all your team's activities for the year and how many volunteers are assigned to those activities. This is your first set of metrics! Review this list and ensure that you have sufficient volunteers to deliver good results. Let's use a Chapter as our first example.

- Your chapter has a schedule to deliver 6 technical presentations—3 in the fall and 3 in the spring. To deliver a successful technical presentation, you need a volunteer to find a speaker for the technical topic. That task can take anywhere from 4–10 hours of time per speaker. Let's consider that a full time volunteer role, because the task can be repeated 6 times per year.
- Volunteer Count: 01
- To deliver a successful technical presentation, you need a volunteer to find a host site, negotiate a price, meal, beverages, audio visual, etc. That task can take anywhere from 4–10 hours of time per presentation (unless you are lucky enough to have an established location that you always use). Let's consider that a full time volunteer role, because the task can be repeated 6 times per year.
- Volunteer Count: 02
- To deliver a successful technical presentation, you need a volunteer to handle publicity and registration. That task can take anywhere from 10–15 hours and can be repeated 6 times. Let's consider that a full time volunteer role, because the task can be repeated 6 times per year.
- Volunteer Count: 03

Now we've simplified this process for the sake of expediency, and because we are generalizing, we are not taking into account the unique aspects of your chapter's history, culture, volunteer band-width, etc. Some chapters

may combine all this into 1 volunteer role, others may break it out. If you are engaging new members or mentoring new leaders, often times breaking the roles down into bite-size pieces enables you to avoid overwhelming inexperienced volunteers. Doing so, can also cut down on volunteer burn-out. Other chapters may have expert experience at doing this, so they have networks and expertise to make this happen very efficiently. It's different for each chapter, so consider the unique aspects of your team and culture locally.

Repeat this exercise for everything your team does, and you'll find you have done several things at the same time. You have created position descriptions for all the roles in your group. You have identified (at least on paper) the ideal number of volunteers necessary to get all the tasks done, and you have broken these tasks out into committees or subcommittees.

2. Strategic Plan

What has your team identified as the critical strategies of your organization for the future? What new things need to be added to your list of activities? What things are you going to stop doing? Follow the exercise above in number 1 to determine what resources are necessary for the new items you want to do, and add this to your total.

3. Self-Awareness

Self-aware teams are cognizant of the role they play, the products and/or services they deliver, and the satisfaction of the audience they serve. In the case of chapters, much of this information can be determined by conducting regular chapter satisfaction surveys to hear from their constituencies what they like, what they don't like, and what they need in the future. This is critical information that all chapters should capture and consider. For more information on chapter satisfaction surveys, refer to the Chapter Operations Manual. Surveys after each technical program or program season are useful. Or simply having open forum discussions with attendees can provide good insight to what works. By using these information sources, leaders can help shape the needs and desires of the audience, prioritize those needs, and build them into the strategic plan of the organization so they can be addressed in a manageable process. This information can also be a key to determining success of programs, products, or services, and each should have a performance metric assigned that they strive for.

4. Plans to Rejuvenate

As you've gathered all the information in the 3 steps above, you should have sufficient information to determine how many volunteers you will need to successfully deliver on the expectations of your audience. Looking at all those roles identified, some of the roles may be entry-level volunteer roles, and some may require volunteer experience. But you now have something concrete from which to work, i.e. a master list of roles in the organization that need to be filled to deliver. That's your first and most important metric!

Some volunteers will stay with your organization for the long haul. They are golden! But they can also lead to an insular team. As folks get comfortable with each other, they tend to build unconscious barriers to outsiders. These barriers can be inside jokes, internal terminology, or acronyms. It can even be as simple as closed-door meetings. Watch for these. While they can work in team-building, they can alienate new volunteers.

Some volunteers will come into your organization for a short period of time and move on. Capture them with the specific time-frame roles that work for their availability. Be careful not to pressure people to do more than they feel they can commit to.

Some volunteers will be in the middle. They may have a personal goal they want to achieve; they may have more time now that the kids are off to college; they may be retiring and want to continue to contribute. Find what interests them and what skills match the role descriptions. Help them determine what works for them.

So let's look at the total. You've gone through this exercise and determined that you need 20 volunteers to successfully operate your chapter as it exists today. Does your chapter have 20 volunteers to support this minimum? If so, then give yourself a 10 out of 10! If your chapter has 25 volunteers but only 20 volunteer roles, what else can your chapter do? (Okay. That might be a pipe dream!). If your chapter has 20 volunteer roles, but only 10 volunteers, how do you make this work? If you're delivering a 20 role job with only 10 volunteers, congratulate yourself on getting it done with so few and implement a volunteer recruitment program immediately! And remember the number one reason people don't volunteer is because they haven't been asked!

Now you can use the other portions of this Handbook to address the recruitment, retention, and recognition of your volunteer force. It's really not as daunting as it may have first seemed to be. It's really a process that once broken down into its component parts isn't as difficult as it appears.

Ideas and Best Practices for Measuring Volunteerism

- For local Chapters, use your membership list and calculate the percentage of members who volunteer, even for very small roles. Every little bit counts.
- Set a goal to recruit some number of new volunteers each year.
- Measure the number or percentage of volunteers who “re-up,” and continue to want to serve and take on new assignments.
- Use your Annual Report.

General References

The following book references provide more Volunteerism background and ideas.

The New Breed: Understanding & Equipping the 21st Century Volunteer, Jonathan McKee and Thomas W. McKee; 2007, Group Publishing

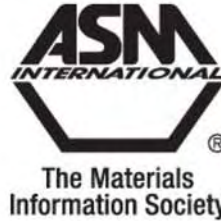
Better Together: Restoring the American Community, Robert Putnam and Lewis Feldstein; 2003, Simon & Schuster Paperbacks

To Lead is to Serve: How to Attract New Volunteers & Keep Them, Shar McBee, 2002, SMB Publishing, Inc.

Bowling Alone: The Collapse and Revival of American Community; by Robert D. Putnam; 2001; Touchstone Books by Simon & Schuster

The Decision to Volunteer: Why People Give Their Time and How You Can Engage Them, Beth Gazley and Monica Dignam, 2008, ASAE

Appendix I



Everything
Material.®

Job Description

Committee Name: _____

Number and List of openings for 20__-20__:

Member: - ___ open positions, ___-year terms
Etc.
Etc.

Qualifications:

Duration of Member position commitment: ___ months/years

Term dates: Term effective _____ through _____

Committee Size: ~ _____ members

Committee Structure:

Annual Time Commitment:

Method of Meeting(s):

Committee Purpose Statement:

Product(s) and Service(s) Committee is responsible for:

Key Responsibilities:

- Responsibility #1
- Responsibility #2
- Etc.

ASM Staff Liaison/Contact(s): Name and email

Support:

Appendix II



ASM Board of Trustee Mentor Guidelines

ASM Board of Trustee Mentor's are responsible for orienting and assisting ASM Student Board Members during their term (3-4 meetings) on the ASM Board of Trustees.

Eligibility - Trustees eligible to be considered as mentors are those that are continuing their term on the Board through the upcoming year. This excludes those Trustees retiring from the Board in October as well as incoming trustees.

Following are the expectations and responsibilities of an ASM Board Mentor:

1. **Official Welcome** - Officially welcome the Student Board Member (SBM) upon assignment as a Board Liaison.
 - a. Introduce yourself via **email** and possible follow-up via **telephone call**. Share professional background, ASM volunteer activities, and position on the Board as well as any personal information you care to share.
 - b. Answer any questions.
 - c. Ensure the student reviews the Handbook.
 - d. Encourage the student to start his or her term quickly by reviewing past content and meeting with other students to ramp up quickly.
2. **Strategic Planning** – Strategic Planning will typically be the first meeting the SBM attends.
 - a. Make arrangements to personally greet them upon their arrival to the meeting site. A lunch may also be scheduled (if appropriate with venue of first meeting) which would be appropriate for the mentor to attend and escort the SBM
 - b. Introduce them to the ASM Trustees, staff, guests, etc. Answer any specific questions relating to the Strategic Planning Meeting materials, activities, etc.
3. **Board Meetings** – 3-4 per term
 - a. Check in advance of meeting if SBM has any questions, requires clarification, etc. of any of the Board agenda materials.
 - b. Provide assistance and direction and encourage their input and participation.
4. **MS&T**
 - a. Review the schedule of activities and make recommendations on various attendance, etc. especially the student activities and meetings.
 - b. Make arrangements to meet and participate together at ASM Annual Meeting, Awards receptions, etc.
 - c. Introduce them to ASM members.

INTERACT AND SUPPORT!

Appendix III



The **Materials**
Information Society

The _____ Chapter of ASM International

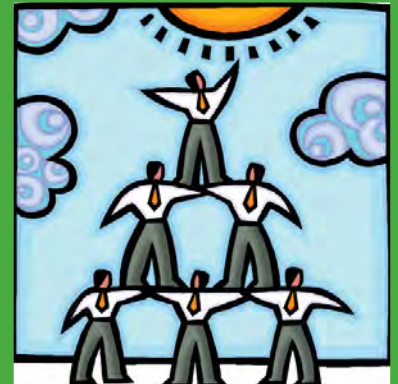
hereby acknowledges and recognizes

(NAME HERE)

in appreciation of his service as _____ of the _____ Chapter of ASM International in organizing, leading, and promoting the profession of materials and materials science during the _____ chapter year. His participation led to an increase in the quality of the technical program, thereby furthering ASM International's mission of promoting the technical exchange of ideas and information.

Given on this day, _____, the _____ day of _____, in the year _____.

(NAME), Chair
ASM International _____ Chapter



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