

Chapter Handbook

Everything leaders need to get started and sustain a successful Internet Society chapter

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Internet
Society

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Getting Started



Congratulations—you're now a chapter leader!

You're joining hundreds of like-minded individuals from around the world who want to maintain an open, globally-connected, secure, and trustworthy Internet for everyone as part of the Internet Society's [mission](#).

Together with other chapter members, you'll contribute to the development of the Internet in your region, focusing on topics at the intersection of technology, policy and development, while meeting new people. You have the important role of working to inform policy, further developing Internet technology and raising awareness about Internet-related issues in your region.

This is an exciting opportunity to immerse yourself into the Internet community while receiving support from the Internet Society. You'll benefit from being part of our international network and using our well-established brand.

In return, we expect chapters to adhere to and uphold the Internet Society's standards, policies and requirements that you will learn about in this section. You may want to refresh your mind on [setting up a chapter](#), [drafting bylaws](#) or the [chapter formation policy](#).

What we'll cover in this section:

- Chapter Charter
- Roles and responsibilities
- Officers and elections
- Chapter evaluation



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Chapter Charter

Chapters are independent entities, not branches of the Internet Society. A chapter only becomes official by signing the charter letter. The charter letter defines the roles and responsibilities of both the Internet Society and chapters, and the relationship between us. [See the template](#). The charter letter outlines minimum requirements for chapters:

1. Establish and maintain the chapter with a minimum of 25 individual members of the Internet Society.
2. Maintain up-to-date chapter member information in the Internet Society membership database. This consists of a current list of chapter officers and members, and monthly updates of pending membership applications, in compliance with applicable data protection laws and legitimate and demonstrable privacy concerns.
3. Conduct at least one mission-related activity during every 12-month period.
4. Establish and maintain the chapter's web presence.
5. Establish a bank account or other equivalent financial account in the name of the chapter to receive and disburse funds, including funding provided by the Internet Society.

The charter also outlines the minimum requirements of the support that chapters can expect to receive from the Internet Society.

Chapter Roles and Responsibilities

Mandatory Requirements

Chapter Bylaws

Each chapter is governed by its own set of bylaws that you create as part of the application process. However, these bylaws need to be compliant with the local legal legislation and regulations of the country in which the chapter is located. There are [templates and examples](#) which highlight elements that we'd like to see covered in chapter bylaws. Email chapter-support@isoc.org if you need any help.

Elections

We expect chapters to hold elections to select and establish a leadership team according to the terms and conditions specified in its bylaws. Every chapter should strive for open and transparent leadership succession to gain and maintain the trust of their community and offer opportunities to new leaders. Defining clear expectations about what leaders—also called officers—are responsible for is an important step towards a chapter's success. You will typically have specified this in the chapter's bylaws.

Annual General Meetings

Chapters are typically required to hold annual general meetings, during which financial accounts are approved. The membership may also elect a new board at these meetings, but how frequently elections are held depends on a chapter's bylaws.

Incorporation and Bank Accounts

We ask chapters to register for not-for-profit status (though there are some exceptions due to local laws). This gives you the benefit of being a recognized legal entity and can simplify operations, especially in terms of finances. A chapter must also set up a bank account in its name. An equivalent financial account may be used so long as it is legal, secure and auditable, but please first discuss your options with Internet Society staff.



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The account is used for receiving and paying out funds, including any funding provided by the Internet Society.

What We Expect From Chapters

We have a dynamic, multifaceted and mutually supportive relationship with Internet Society chapters. At the highest level, we expect each chapter to:

- Support the Internet Society's [vision and mission](#) as well as [key issues](#).
- Serve the global Internet community's interests, with a focus on the issues and developments that are important to the chapter's community.
- Fulfill the chapter's mission, while recognizing, honoring, and engaging the culture, customs, and language(s) of its community.
- Conduct itself professionally at all times.
- Recruit new members and contribute to the growing network of Internet Society supporters.

Officers and Elections

Identifying Leaders

It's the leader's responsibility to make sure a chapter's mission and goals can be fulfilled. Therefore, they'll need to:

- Have the energy, enthusiasm, desire and commitment to both manage and lead.
- Have a good working knowledge of the Internet, ideally with a background in engineering, training and education, legal, policy, or governance.
- Be familiar with and support the Internet Society's [mission](#).
- Actively participate in the community in which the new or existing chapter will serve.

To ensure a chapter is sustainable, it's important to have a clear leadership plan. See [Leading Successfully](#) for more information.

Electing Leaders

Members select leaders through regular elections. Typically, organizing open and transparent elections takes around six to eight weeks. This includes a call for candidates and a campaign period during which candidates present themselves to the membership, ideally online (if chapter bylaws allow for this) to ensure broad and diverse participation.

We recommend you make a plan for electing the first set of leadership positions. These may typically include the chapter president or chair, vice president or vice chair, secretary and treasurer. For example:

- Ask membership to nominate members for open leadership positions.
- Hold elections for open leadership positions.
- One person is designated as the most senior position. This role commonly has the title of chair or president.
- One person is given responsibility for administrative duties including updating details in the Chapter Portal. This role commonly has the title of secretary or administrator.
- If a chapter has financial resources to manage, there must be one person responsible for financial duties. This role commonly has the title of treasurer.



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Building a dedicated and reliable leadership team will help to ensure a chapter's success.

What Do We Expect From Chapter Leaders?

Once elected, the chapter leadership should revise:

- The mission statement and bylaws. Are they still relevant? Or do you need to update them?
- The strategic plan. Does it still clearly outline the chapter's purpose?
- The tactical plan. Does it describe how the strategic plan will be implemented?
- The financial plan outlining the chapter's budget.

What Do Chapter Leaders Do?

Descriptions of each leadership position, along with its roles and responsibilities, are often included in a chapter's local bylaws. The below provides you with examples of what leaders typically do.

The Chapter President or Chair:

- works with other officers to develop long-term plans and set chapter priorities
- works with chapter members and officers to develop an annual operating plan, including an annual budget
- plans, schedules, and presides over chapter business meetings
- calls for special meetings when needed
- appoints members to committees, as the chapter deems necessary
- oversees chapter operations to make sure essential tasks get done
- serves as the chapter's primary contact with the Internet Society
- acts as the chapter's spokesperson.

The Chapter Secretary:

- attends all chapter meetings
- notifies members about upcoming meetings
- records and reports on all business meetings
- takes on the president's responsibilities when the president is absent
- manages member records.

The Chapter Treasurer:

- keeps the chapter's financial records
- reports financial information to officers and members
- prepares operating budgets and monitors spending
- collects revenues
- pays bills
- files appropriate tax forms and reports.

Chapter Evaluation

To achieve its vision and mission, the Internet Society needs strong, sustainable and healthy chapters. That's why we conduct formal chapter performance evaluations twice a year. This is to evaluate 1) if a chapter is still in good standing according to the minimum performance requirements of the Chapter Charter letter and 2) which are our top performing chapters.

We expect chapters to update their records via the [Chapter Portal \(AMS\)](#). The evaluations are based on this data. We use the results to better allocate Internet Society support for chapters.

Part 1: Is the Chapter in Good Standing?

To fulfill this part of the evaluation criteria, a chapter must:

- Update activities, including at least one external mission-related activity during every 12-month period.
- Share a schedule of planned activities.
- Maintain an up-to-date chapter membership list in the Chapter Portal, accepting or rejecting pending member applications within 30 days.
- Hold elections according to the chapter's bylaws and update election information accordingly.
- Maintain the chapter's web presence (via a website and/or social media).
- Maintain a minimum of 25 members.
- Maintain the articles of association, bylaws or equivalent governing documents.

What Kind of Mission-Related Activities Count?

1. Mission-related stand-alone events organized or co-organized by the chapter
2. Chapter activities funded by the Internet Society.
3. Submission/publication of a mission-related policy paper.
4. Internal activities, such as chapter annual general meetings, can only be counted if they are co-located with a public mission-related event. For example, if you organize a keynote speech alongside the annual general meeting.

Part 2: What's Your Badge Status?

Chapters that go beyond the minimum requirements will become eligible to receive a chapter badge celebrating their performance. This part of the evaluation takes place once a year. We use the following criteria and weighting to attribute the badges:

- **40%:** Number of mission-related activities (four or more mission-related activities = 40% score weight).
- **20%:** Percentage of participation in regional chapter calls organized by Internet Society staff (75% participation rate in calls = full 20% score weight).
- **10%:** Up-to-date reporting for Internet Society and Internet Society Foundation funding programs (reports filed on time = 10% score weight; reports not filed on time = 0%).
- **20%:** Designation of a Chapter Advisory Council representative (representative designated = 20%, not designated = 0%).
- **10%:** Chapter voted in the annual Chapter Advisory Council Steering Committee election (chapter voted in election = 10% score weight, no vote = 0%).

Badge Levels

The total percentage score determines a chapter's badge for the next year:

- **Gigabit Chapter:** 80+%
- **Megabit Chapter:** 60-79 %
- **Kilobit Chapter:** 40-59 %
- **Bit Chapter:** 10-39%

[Read more about the chapter evaluation process.](#)
([FR Version](#), [ES Version](#))

What's Next?

Now we've covered the basics of chapter structure, it's time to think about leadership. What does it take to be a successful leader?

Leading Successfully



Good leadership is as important to the success of a chapter as active members and successful fundraising.

In this section you can read about:

- Leadership style and qualities
- Leadership models
- Succession planning

Leadership Style and Qualities

Leaders set the tone for a chapter. Their personal style and level of commitment determine a chapter's ability to achieve its goals.

Below you'll find useful tools and techniques to help you in leading your chapter to succeed, right from the start.

What Makes a Good Leader?

There's no one right way to lead, but there are certain traits good leaders tend to have, or can develop:

- **Assertiveness.** Clearly stating what you expect of others, to prevent misunderstanding.
- **Creativity.** Thinking differently, outside of constraints.
- **Dedication.** Devoting the time and energy necessary to successfully accomplish the tasks at hand.
- **Fairness.** Dealing with other people consistently and justly, while making sure that credit for success is given to everyone involved.
- **Humility.** Recognizing that you are no better or worse than the other members of the team.
- **Integrity.** Matching your outward actions with your inner values.
- **Openness.** Being receptive to new ideas, even if they don't conform to your usual way of thinking.
- **Sense of humor.** Knowing when to use humor to both diffuse tension and energize others.
- **Vision.** Having a clear idea of where you want to go.

Which traits do you have? Which traits do you want to develop?

The best leaders recognize that their role will help strengthen some of their skills—and that this will be done with the help of the people they work with.

What is Your Leadership Style?

Apart from your skills and expertise, you contribute your own personal style to the chapter. Ask yourself the following questions as you develop your own leadership style:

- What does leadership mean to you?
- How do you plan to use your leadership?
- Do you need to bring a vision to the role? If so, how can you use it to motivate others?
- Are you someone who prefers to lead by developing a consensus among your team?
- Do you prefer to avoid conflict, or do you know how to use it to benefit the team and its goals?
- Will you work to create a strong chapter that succeeds with you as the leader, or do you see yourself using your talents and skills to attract others to a leadership position?
- Will you focus on establishing the chapter so that once it's viable and self-sustaining, those who follow can continue to grow it?
- Will you keep your career duties and goals separate from your chapter leadership role, or will you use one to help you succeed with the other?
- What will you do to cultivate and mentor new leaders and those who succeed you in your role as chapter leader?
- Do you prefer to work with leaders in other organizations from whom you can learn and network?
- Do you enjoy being a mentor to young professionals, helping them develop in their careers?
- Will you reach out to those who represent the next generation of leaders, to demonstrate how they can rise to positions of influence and responsibility? Or will you let others on your team focus on that area of leadership?

Remember: The message you give out to those around you, both intentional and unintentional, can have a significant impact on the success of your recruiting and fundraising efforts.

Leadership Models

Leadership Ladder

A leadership ladder is one model for organizing and running a chapter. It's illustrated by an image of a stepladder with each leadership position representing a progressively higher step. In this way, a member may join the chapter at the lowest step of the ladder and see that, after a year or two, they are expected to take on progressively more responsibility.

Leaderless Organizations

A hierarchical leadership structure isn't the only way to run a successful chapter. The Internet itself operates without a top-down organizational structure. The [Internet way of networking](#) works because everyone involved (developers, service providers, registries, etc.) cooperates and adheres to a mutually agreed set of standards and specifications. This model has inspired creative thinking about how success can be achieved.

A leaderless organization generally refers to any initiative that organizes out of a shared interest. The management of that organization isn't allocated to a single leader—instead, projects arise out of opportunity or need and management is shared. The individuals pursue the group's agenda without having to follow a particular path or plan. They gather around an idea or a mission and act in its interest. It may sound chaotic but, when done well, leaderless organizations can be highly effective.

Some chapters, particularly those that are low on funding, or geographically dispersed, might find the concepts of a leaderless organization appealing.

However, administratively speaking, one person must be named as an overall chapter leader.

Read more in *The Starfish and the Spider: The Unstoppable Power of Leaderless Organizations* (2007), by Ori Brafman and Rod Beckstrom.



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Succession Planning

Chapter leadership requires time, a clear vision and dedication. To make sure all your efforts are worthwhile and that a chapter is sustainable, you need to recruit and welcome new members who are prepared to take on leadership roles.

Leadership Succession: Planning for Success

New leaders bring fresh life to a chapter. They (re)motivate members to become actively involved, bringing along ideas and inspiration. That's why we recommend you include plans for leadership succession at the beginning of your leadership.

Leaders' term limits—including term length and the number of times they can be consecutively re-elected—should be outlined in the chapter's bylaws. A clear description of succession planning can also be added to the chapter's rules and regulations, so a new officer can step into their role with as little disruption as possible.

What's Next?

Once you've thought about how your leadership style will help to sustain the chapter, the next step is to find funding.

Finding Funding



Chapters are expected to establish and maintain their own sustainable funding plan.

Some leaders focus on creating a steady source of revenue; others focus on organizing the chapter with as few expenses as possible.

However you manage a chapter's finances, you'll probably have lots of questions in the beginning.

In this section we'll cover:

- Types of funding
- Sources of funding

Types of Funding

The two main types of funding are in-kind contributions and cash.

In-kind Contributions

An in-kind contribution is anything other than money that a chapter needs, or could use, to accomplish its goals, that would otherwise cost money. For example, if someone is willing to let the chapter use an empty office in their building for free, or provide snacks for a chapter event without charge, that would be regarded as in-kind support.

In-kind support can also take the form of human resources. For example, you could offer a three-month internship to students from local colleges and universities to help with marketing, communications, or membership database management. Business students are good candidates for helping to create a business plan or develop a funding model.

Cash

Sometimes a chapter will need cash, for example, to apply for establishing a not-for-profit entity, build a website, or pay for meeting space. As the chapter grows and becomes self-sustaining, you might find you need to generate funds to hire staff to handle admin, or to pay speakers for events.

If after reading the section below you're unsure about what funding sources might work best for the chapter, contact other Internet Society chapter leaders to ask for their ideas and experience. The network of chapter leaders is a great resource for effective techniques and tactics. An email to chapter-delegates@elists.isoc.org often results in valuable feedback. This email address reaches all current chapter leaders worldwide. English is the working language of those on this list.

If you need more ideas, consider contacting successful volunteer organizations in your area to ask what's worked for them. You'll also find lots of fundraising ideas online.



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Funding Sources

Depending on your local community context and financial capacity, there are number of ways to generate funds to ensure financial sustainability for your Chapter. These can include:

- Applying for grant funding from the Internet Society Foundation
- Soliciting local organizations for sponsorship of your events or partnerships with your initiatives
- Creating a membership model with annual dues for your chapter membership
- Seeking grant funding from other organizations

We encourage you to connect with other Chapter leaders to discuss the options they have found to be achievable and successful. A combination of approaches will often be the most sustainable.

Internet Society Grant Programs

The Internet Society provides a range of [grant funding options](#) to support Internet Society Chapters that meet eligibility criteria. Grants are managed by the Internet Society Foundation.

In order to receive funds from the Internet Society, a chapter must:

- be listed as “in good standing” by the Internet Society
- have a bank account in the chapter’s official legal name
- have submitted required funding reports from previous years.

Chapter Admin Funding Program

The Internet Society’s [Chapter Admin Funding Program](#) offers annual funding to manage day-to-day activities and maximize the chapter’s effectiveness.

This funding can be used to cover costs associated with official registration of the chapter, general admin support, membership management, general assembly, video conferencing tools, marketing, publicity, and website development with hosting. For the full list of supported activities please see the list of costs.

Beyond the Net Grant Programs

The Internet Society Foundation’s Beyond the Net grants help Internet Society chapters to implement local and regional projects that advance the vision that the Internet is for everyone.

The [Beyond the Net Small Grant Program](#) offers funding to implement short-term projects that aim to provide learning opportunities, increase membership in the chapter, or undertake specific research projects.

The [Beyond the Net Large Grant Program](#) offers funding for the development of innovative ideas that contribute to the empowerment of people. Projects should make a local impact by providing meaningful access to an open, trusted, and globally connected Internet.

For all the details about how to apply, please visit the Internet Society Foundation’s website via the links above.

Membership Fees

It’s up to you and the board to decide whether or not membership fees are right for the chapter. Please check the chapter’s bylaws and other governance documents for any reference to membership fees.

In the beginning, it's easy to argue that membership fees are necessary to get things going. In the long run, however, members may only be willing to pay when the chapter provides value, either personally or for the wider community.

Below we outline some benefits and drawbacks of charging for membership.

Benefits

- provides an immediate and ongoing source of cash
- suggests that chapter membership has value
- potentially attracts more committed members

Drawbacks

- may require legal filings and fees
- requires a mechanism and someone responsible for managing the fees
- members are more likely to expect, or demand, benefits of chapter affiliation
- members are often also volunteers—can you ask them to pay to volunteer?
- the actual gathering and administration of membership fees may be time consuming

If you choose to charge a membership fee, you will need to create an administrative structure for collecting dues and a plan for how the money will be spent. You can begin the process by forming a legal entity or by partnering with an organization that handles billing and collection.

You also need to check if the chapter's governance document links voting rights to the payment of membership fees. In the past, some chapters have found themselves in a difficult situation when they didn't have enough paying members to make official decisions during chapter elections.

Sponsorship

Some chapters have found that sponsorship—for example by an equipment manufacturer or service provider—is a good source of much-needed revenue.

You can ask for sponsorship to support and/or promote a specific event or activity, such as a meeting. Or, you can encourage businesses and other entities to become organization members which, if successful, can bring in a substantial infusion of cash or in-kind contributions on an annual basis.

What is a Sponsor?

A sponsor is an individual, business, or organization that provides funding or other support to another organization, business, or individual. Payment is generally made through a transfer of funds or in-kind support, such as materials, meeting space or promotion.

Pros and Cons of Sponsorship

A sponsor can provide a large chunk of money or offer resources, reducing the pressure to find similar funding from multiple sources. However, they rarely make contributions without expectations. In some cases, sponsors simply want to have their name attached to the chapter or an event—they may ask you to put their logo on your website or any materials you distribute. They could also want to have one of their staff members on your board or have a voice in making important decisions.

We encourage you to discuss the pros and cons of sponsorships with your board, as well as formalizing a set of guidelines that determines what is and is not acceptable in exchange for chapter sponsorship support.

Remember: It's likely that the chapter's efforts will benefit other organizations. If you operate professionally, there will be organizations that see the value of contributing—the trick is to figure out what those benefits are and how to frame the message.



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Generate Sponsorship

Finding a relevant sponsor requires dedication, persistence, good contacts, good networking skills, and a thick skin. If you pursue this method of fundraising, here are our tips for attracting sponsors:

1. **List potential sponsors**

Research organizations and companies that could benefit from the work the chapter is doing. Which ones may want to promote a relationship with you to raise their profile? For example, if the chapter's goal is to promote Internet education, list educational institutions in your region, like colleges, or private businesses that offer training. It may be cheaper for them to fund your efforts than to offer a similar service.

2. **Create a win-win scenario**

What specifically does the chapter need money for? And how will a sponsor's support benefit your cause? Determine what the benefits are to the sponsor—what will they get in return for their support? Sponsors often agree to provide support because the people you reach are relevant to their work, but difficult to access. Supporting your chapter might send the message that they are altruistic or visionary. If the sponsor will gain exposure, figure out how much exposure they can expect and put a price on it.

3. **Write a sales pitch**

Outline your proposal, the benefits to both the chapter and the sponsor, and the terms of the agreement or relationship. This can include when you need the support and in what form it will come. Terms are usually negotiable, but it's best to start with something specific.

4. **Make contact**

Phone or email the sponsor to let them know that you are interested in forming a relationship. Once you've established a relationship, ask for a meeting.

5. **Close the deal**

If your pitch is successful, and the potential sponsor seems interested, close the deal as soon as possible. Prepare a simple document that outlines the terms of the sponsorship arrangement. Include what each party has promised to do as well as the payment terms. Then make two copies, sign both, and send both to the sponsor. Include a cover letter asking the sponsor to sign both copies and return one for your records. A written record of what you've agreed will help you to avoid problems further down the line. Physical proof of a deal can also help secure funding from other organizations.

6. **Deliver on your promises**

Do what you said you would do and make sure that your sponsor is happy. Don't miss an opportunity to thank and recognize a sponsor.

7. **Hold on to your sponsor**

Keeping a sponsor is much more cost effective than getting a new one. So regularly check in with them. Keep them updated on the chapter's successes, engage them in discussion and make sure they feel like they're an important part of the work you are doing.

Strategic Partnerships

Unlike sponsorship, strategic partnerships imply shared responsibilities and benefits. They can offer a practical way for a chapter to achieve more than it could on its own. A partnership can be a one-time arrangement for handling a project or event, or a longer-term relationship that aligns a chapter with a better-known or better-resourced organization.

Partnerships allow chapters to develop relationships with like-minded organizations and businesses interested in a chapter's expertise.

They can help raise a chapter's profile and increase its visibility among audiences you might otherwise find hard to reach.

As with sponsorship, we strongly recommend preparing a written and signed record of what a strategic partnership involves.

When considering entering into a partnership, as well as being able to offer one another contacts, skills or resources, ensure that your values, goals and objectives align. You'll need to work together to create a vision for the partnership. Be aware of partners who only have their own agenda in mind.

We suggest you take the following basic steps to build a strategic partnership:

1. **Define your goal**

What do you want to achieve? For example: building a community network in your local village.

2. **List potential partners**

Who could help you achieve your goal? What would their role be? The list could include governments for support, influence and sign off. Or local and national organizations to help with the funding, equipment donations, or experts in the field that can help actually do the work.

3. **Write a clear project outline**

Why this project? Outline goals and objectives, the desired impact and the support you require. Also mention how the partner will benefit from your collaboration.

4. **Find the right person**

It's important to carefully select and approach a relevant person within your chosen organization—you want to make the right impression from the start.

5. **Schedule a meeting**

Find a time to discuss your proposal with the potential partner.

6. **Define the partnership**

Work together to define what the partnership involves. Once agreed, write up the terms of the partnership and make sure both parties sign.

7. **Carry out the project**

Maintain good communication throughout to ensure a smooth delivery.

8. **Follow up**

Monitor and evaluate the project, reporting on outcomes as decided in the partnership agreement. Also discuss lessons learnt with project partners.

Outside Grants

An outside grant is a financial award received from an organization other than the Internet Society or the Internet Society Foundation. How you obtain a grant varies depending on the type, the granting organization, and what part of the world the chapter is in. In any case, looking into grant options is well worth the effort.

Grants usually go to small businesses, non-profits, non-governmental organizations, and similar types of enterprises. So keep in mind, the chapter's status can impact your chances of being awarded grant money. Most often, grants are received for a specific project or activity.

How to Get a Grant

1. Research granting organizations that could be a good fit for your goals—for example, those that focus on education, particularly for the benefit of rural and underserved communities. There are public foundations, private foundations, governments, and charitable organizations, among others.
2. Do your homework. Find out what other types of projects they have funded. This will help you formulate a project that is both good for the chapter and attractive to the granting organization.
3. Create a grant proposal. Talk to others who have applied for and been awarded grants. A good grant proposal can make all the difference.
4. Submit within the guidelines. Some granting organizations have grant schedules with strict deadlines. Others have rolling deadlines, so you can apply for the grant at any time. Make sure you're aware of any requirements before starting the process.



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5. Be patient. It can take months (if not a year) to go through the application process.
6. Once you've successfully obtained funding, be prepared to issue regular reports to the granting organization.
7. Application rejected? Learn from the experience. Contact someone at the organization you applied to and ask questions about your proposal to find out where you can improve.

Additional Resources

Read the Internet Society Foundation's [grant application and project implementation guidance](#).

What's Next?

While you're working on building your sustainable financial plan, you also need to grow the chapter's membership.

Growing Membership



A chapter's membership is, without question, its most valuable asset.

How well your leadership team is able to accomplish a chapter's goals and bring its vision to life will be largely determined by members' energy and skills.

Some chapters thrive by recruiting large numbers of members; others work better with a smaller, more focused group.

In this section we cover:

- What makes a good membership?
- Valuing members' skills

What Makes a Good Member?

A chapter should always be looking to attract new members. However, as a leadership team, you should think carefully about the kind of members you need to recruit and where to find them.

Engagement

For a chapter to be successful in its mission, you need members who are active and engaged in your activities.

In addition to attending meetings, activities can include special projects (such as developing relevant content or web development), creating working groups, sponsorship development, and contributing to member communications.

Shared Interests

People who are truly inspired by the chapter's goals will make good members. When seeking potential members, look around for organizations that are likely to employ people with an interest in technology, education and improving access—for example, higher education institutions, or businesses that provide technology services. How can you get in touch with these individuals to promote chapter membership?

Quality Over Quantity?

An expanding membership is one sign of a chapter's health and vitality.

However, 25 engaged members who take part in every meeting is better than a list of 150 people who may have shown up once or twice. It's also worth bearing in mind that managing a large membership needs additional resources. Similarly, too few members can lead to a chapter losing its momentum. It's about striking a balance. Remember, volunteers' priorities shift over time, and it's natural that you will lose some members along the way, just as you will gain new ones. That's why having a solid strategy for gaining new members is important.



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Strong Leadership

Successful chapters have a core group of volunteers with both an identifiable leader in place and new leaders ready to step up into leadership positions.

Chapters with a small number of leaders who circulate among the same positions without replacement are often the least successful. They can come across as exclusive and closed off to giving newcomers the opportunity to lead.

[Read more about leadership.](#)

Administrative Structure

Successful chapters have a clear administrative structure, that establishes and implements policies and procedures. They also make bylaws and governance documents publicly available.

Member Services

Members don't need a lot of services to remain active. Three or fewer services—like networking and training sessions—are typically necessary for members to feel that they are receiving enough value to stay involved.

Valuing Members' Skills

Every chapter membership provides a wealth of skills and knowledge.

One way to make sure members feel valued is to ask them to put their knowledge into practice, or support them to develop a new skill.

You can start by gaining a better understanding of members' affiliations, interests, and talents. Ask how they would like to use their connections and skills to help.

For example, can you identify members (or potential members) who are talented or experienced writers? Do they have connections in the media? Are they professional or amateur web developers? Do you have members who have experience planning events?

Using their talents to the chapter's benefit can increase members' sense of involvement and commitment.

What's Next?

Keep members involved by developing an engaging program of activities.

Developing Activities



Creating and organizing activities, such as events, projects, publishing a paper or running an awareness campaign, is vital to keeping chapters healthy, active, vibrant, and relevant.

They help establish the chapter as an authority, and contribute to the Internet Society's vision and mission at a local level.

There are many ways chapters can increase their visibility while offering value and substance to chapter members and the wider community.

When you're developing activities, we encourage you to explore the themes outlined in the Internet Society's strategic plan, focus areas and projects—you can find more on theme ideas below.

In this section, you can read about:

- Events
- Projects
- Presentations
- Theme ideas
- Fundraising campaigns with the global Internet Society community



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Events

Holding a chapter event is a great opportunity to engage your community, be it online or in person.

Chapter events can take the form of education, training and awareness raising sessions, member recruitment or fundraisers. They can be as small as a monthly presentation by a chapter leader or local expert and as big as a regional conference or annual event.

Events are an excellent tool for member recruitment and retention.

They have other advantages, too—a well-planned events program can:

- bring together members and other participants in a dynamic way, giving life to a chapter
- generate additional revenue, for example, through event sponsorship
- develop new relationships and strengthen existing partnerships at a local level
- lead to further opportunities to develop different activities

- maintain a chapter's visibility in the community
- identify future chapter leaders
- align a chapter with specific themes, establishing it as an authority.

The best approach to events is to start small and build up. They can be effective in many ways, but they require a lot of energy to carefully plan, organize and promote. So if an event or a series of events is one of the chapter's goals, be sure to do your homework.

The good news is, once you've experienced organizing one or two events, it becomes much easier. In fact, creating an event that repeats each quarter or year is a good way to build an audience and attract sponsors.

As an event organizer, it is important to have a clear plan for the time before, during and after the event. Events of all sizes will require support from many disciplines, for example catering at an in-person event, and perhaps live streaming if online. Even once the event is over, the organizer's work isn't finished.

Below are some general event tips for organizing a local chapter event. While this isn't an exhaustive list, it should help frame your thinking of how best to approach your event.

Before the Event

In general, you should plan your event months in advance and provide at least four weeks for promotion. Of course, you can make it shorter, however you risk low attendance and subpar logistics, which looks bad for the chapter and the Internet Society.

- Determine the theme, topic, and main takeaways with which you want your audience to leave the event
- Determine the audience and how you are going to inform them of your event
- Think about what success looks like, and outline the criteria you will use to determine it
- Determine a budget

- Outline the logistics:
 - Will the event be live or in-person?
 - Will there be a registration?
 - Is it free to attend?
 - Will there be presenters, a moderator, guest speakers?
 - Will the event be recorded?
 - Will swag be given to attendees as a memento of the event?
 - What graphics do you need, if any?
 - Are there audio/video needs?
 - Consider audience fatigue; how will you keep the audience engaged?
 - Will you use a social media hashtag?
 - Determine if you will need outside support and contact vendors for quotes and contracts.
- Promote your event
 - What kinds of graphics will draw your audience's attention?
 - What are the message(s) that will get them excited about the event?
 - What channels will you use to get your message(s) out?
 - Design a good user journey, where participants register and receive a confirmation, as well as reminders on the days leading up to the event.

Event Execution

If your event has the Internet Society name attached to it, as the chapter in charge, it's your responsibility to ensure the details of the execution have been thoroughly thought through and contingency plans are in place. The devil is in the details.

- Vendor and support communication is critical on the day(s) of the event
- Encourage attendees to use social media for online conversations
- Monitor to ensure logistical excellence
- Keep things running on time.



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After the Event

Wrapping up an event is just as important as planning and execution.

- Was the event successful in reporting, or at least capturing the details of success factors?
- Vendor payment/final invoicing
- Attendee follow-up and feedback
- Sending thank you emails or notes to speakers, moderators, and special guests
- Budget actuals.

Again, this is not an exhaustive list.

Resources

[CVENT](#), a cloud software solution for event planners has some good online resources available on their blog specifically for in-person events

[Bizzabo](#), another cloud software solution for event planners, offers very useful and practical information for online events on their blog.

If you're looking for inspiration on what other chapters are doing, have a look at [Internet Society's news feed](#).

Read more about [funding opportunities](#) for events and find ideas on how to promote chapter activities in the [Communicating effectively](#) section.

Projects

Projects allow members to advance the chapter's mission and goals. They are a great way to solidify a chapter's purpose and relevance in the minds of community members.

Like other activities, projects can promote a chapter's identity, attract new members and partners, and enhance credibility.

When deciding on a project to pursue, stick to themes that are particularly relevant to your region or important to your members.

Projects that work best:

- promote important causes
- create a context for policy makers
- advance the Internet Society's mission.

Many chapters have created impactful projects with the support of the Internet Society Foundation's [Beyond the Net grants](#). For example:

- [Helping students access education during lockdown in Trinidad and Tobago](#)
- [Community streaming providing Harlem residents a virtual lifeline](#)
- [Increasing girls' enrollment in tech in Sri Lanka](#)
- [Tackling Zimbabwe's urban food insecurity through the Internet of Things](#)

Presentations

Presentations are a common feature of events and projects. They allow you to promote the chapter and share information about the Internet Society, its global projects and initiatives. Your audience could be new chapter members, business groups or education organizations that are interested in how the Internet can advance their agendas, or project sponsors.

Consider creating a standard presentation, including slides focusing on issues relevant to your audience. For example, if the chapter focuses primarily on helping to improve access to the Internet in your region, you can develop a standard presentation that discusses the theme of capacity building. If you need slides about the Internet Society, contact chapter-support@isoc.org.

What Makes a Good Presentation?

An effective presentation has a clear and coherent theme. It should also include information about the chapter and its goals, as well as about the Internet Society.

Whatever the theme, keep these tips in mind when planning a presentation:

- 1. Know your audience**
Make the presentation relevant to their needs, knowledge level and interests.
- 2. Keep it simple**
Plan to be brief and use plain language to invite the audience into the topic. Never use jargon and acronyms.
- 3. Show confidence**
Gain expertise by thoroughly researching the topic you're going to present. Back this up with your personal experience and avoid areas you don't know.
- 4. Less is more**
You are more likely to educate or persuade an audience if you limit the amount of information you share. Two or three points are more than enough.



5. Back up

Support your presentation with clear and simple slides to help focus an audience's attention. Carefully check your slides and correct any mistakes.

6. Practice

Do a dry run on your own or in front of colleagues. Speak clearly and slowly. The more comfortable you are, the more enjoyable it will be for your audience.

7. Be prepared to be flexible

Maybe the previous speaker gave a variation on your presentation. Or the audience isn't who you planned. Always have some extra facts and resources up your sleeve so you can make changes if necessary.

When developing your presentation, consider the following structure:

- **Beginning:** Start by telling the audience what you're going to tell them. (Don't oversell how much of the topic you will cover.)
- **Middle:** Say what you came to tell them.
- **End:** Finish by summarizing what you told them. This is an excellent way to invite questions.

Theme Ideas

You should develop chapter events, projects and presentations around themes that focus on technical, social, or educational priorities relevant to the Internet Society's vision, focus areas and projects.

Read about what we're doing [to grow](#) and [strengthen](#) the Internet to align your activities, or develop your own ideas relevant to your local context that support our [vision and mission](#).

Fundraising Campaigns with the Global Internet Society Chapter Community

Engaging your membership in global Internet Society fundraising campaigns is a great way to supercharge enthusiasm for your chapter's mission as part of the global Internet Society chapter community and maintain a communal sense of commitment to our shared vision for an Internet that is a force for good in the world.

The Internet Society is a global charitable organization that relies on the continued backing of our community. Our collective fundraising efforts amplify our ability to build, promote, and defend the Internet in the face of growing global challenges. Together, we can do even more.

The Internet Society is committed to providing vital support to its chapters through our funding programs, such as Beyond the Net. Members of Internet Society chapters can personally support this program directly, strengthening both the Internet Society and our chapter community.

[Make a donation today](#) to help us create a brighter future for all.

What's Next?

Maintaining good communications is important for connecting with current and potential members, as well as effectively promoting activities and getting the Internet Society's message out into the world.

Communicating Effectively



Communicating about a chapter—whether it’s to recruit new members, promote the Internet Society’s vision, or your latest events—needs to be done effectively.

This means producing on-brand, clear and engaging information to the right people, through the right channels, at the right time.

In this section, you can read about:

- Why brand is important
- The Internet Society brand
- Communications 101
- Online presence



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Why is Brand Important?

An organization's brand is the values and essence of who they are, what they stand for, and what they do.

Every member of an organization contributes to the brand by what they say and what they do.

The foundational elements of all brands include the organization name, identity, visual treatment, tone of voice, communication style, attributes and values, logo, and other identifying features of a product, service or, in our case, organization. This collective set of features distinguishes one brand from another and aims to create a lasting impression with the brand's intended audience.

About our Brand

The Internet Society's brand is vital in our efforts to expand the reach and strength of the Internet, and ultimately reach our vision. Our brand unites the global community and provides clarity and consistency so that when we are communicating the receiver knows its unmistakably the Internet Society.

Tone of Voice

The Internet Society has a distinct personality, and our tone of voice is evident in our communications. Whether it's a presentation, a speech, a blog, a tweet, podcast, WhatsApp message, email, or conversation, our voice shapes all of our written and spoken communications.

No matter where you are, what your role is, which language(s) you use, or what topic you're discussing, our one, unique voice means we can engage with all our audiences in a way that's always 'us'.

The four tone of voice traits that make the Internet Society unique:

1. **Bold**

Being bold means we energize people. We use our passion for what we do to generate excitement. Bold traits are enthusiastic, passionate, exciting, committed, and spirited.

2. **Knowledgeable**

Being knowledgeable means we're the experts and we're keen to share what we know. Knowledgeable traits are trusted, transparent, expert, informed, clear, and straightforward.

3. **Optimistic**

Being optimistic means we inspire hope in people, not fear. We encourage them to share our belief that the Internet is a resource for good and opportunity. Optimistic traits are assured, inspiring, positive, hopeful, and encouraging.

4. **Approachable**

We are an open-minded group of individuals who are inviting and responsive to teammates, members, volunteers, partners, and anyone who wants to engage with us. Approachable traits are collaborative, open-minded, engaging, personable, and inclusive.

Elevator Pitch

An elevator pitch is a concise description of an organization that succinctly explains what the organization does, why, and how. Meant to encourage a deeper conversational exchange, the elevator pitch can be tailored to your audience.

The following is the Internet Society's elevator pitch that we encourage everyone to become familiar with and use it to spark or engage in conversation.

"The Internet Society is a global charitable organization working to ensure the Internet of opportunity can benefit everyone. We bring together and empower communities to:

- connect the unconnected
- champion protocols that keep the Internet secure
- bridge the gap between policymakers and technical experts
- host educational and networking opportunities
- build, promote, and defend the network of networks that is the Internet."

Please note, you don't necessarily have to use all the bullet points. Pick one or a combination of the bullets listed depending on your audience.

If you'd like to focus on chapters in your elevator pitch, see our suggestion below. As with the Internet Society elevator pitch, you don't have to use all the bullet points. Pick one or a combination depending on your audience.

"Chapters are part of the Internet Society global community, which is made up of thousands of committed individuals, organizations, and volunteers from around the world. Chapters bring members together to make change at the local level to:

- connect the unconnected
- champion protocols that keep the Internet secure
- bridge the gap between policymakers and technical experts
- host educational and networking opportunities
- build, promote, and defend the network of networks that is the Internet."

Chapter Trademark and Logo

The purpose of a logo is to visually represent a brand. The core Internet Society logo and accompanying chapter/special internet group logos were designed with a global audience in mind. The design of the logo system was created with the purpose of creating unity and strength in our community. The logo system is a common identifier as part of the overall Internet Society family.

All chapters are provided with a chapter-specific logo by the Internet Society communications team. Only after an official approval of the Internet Society chapter status has been granted is a chapter permitted to use or feature the Internet Society logo. The logo that's provided to each chapter is the only logo the chapter is permitted to use.

Creating your own logo, or not using the proper logo, devalues our brand and creates an inconsistent and confusing view of the Internet Society, and therefore is not allowed.

If for some reason the chapter logo you're looking for isn't there, or you require support, please contact your community manager.

As stated in section five of the Chapter Charter Agreement, each chapter has license to use the name Internet Society + its identifying territory name, Internet Society [Territory Name]. Under no circumstance are chapters allowed to use Internet Society without its territory name.

Read the [Brand Guidelines](#) for specific information on chapter logos and other available assets.

Internet Society Approved Visual Assets for Use

The [Digital Asset Manager \(DAM\)](#) is an amazing resource operated by our communications team and available for anyone within the Internet Society community to use. The DAM is home to Internet Society approved visual assets and user-friendly guidelines on all sorts of topics, from logo use to photography tips.

The DAM is your one-stop-location for chapter logos, templates such as PowerPoint and Word, images, icons, fonts, Internet Society color palette, illustrations and graphics, videos, and much more. We encourage you to make use of the DAM, ensuring the Internet Society is consistently represented visually throughout the world.



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Communications 101

Much like the telecommunications industry, marketing communications requires a transmitter, a message, a transmission medium, and a receiver. In the case of marketing communications, you are the transmitter of a message you want to get across a medium to your desired audience.

There are many factors that will increase or decrease the likelihood of this exchange. As 'the transmitter' you need to consider your goal(s) and how you'll measure success. After you have measured your success, reflect back on what worked well and what didn't, then apply these key learnings in your future communications.

In terms of your messaging, you need to consider the fundamental message you want to send and ensure it has a clear call to action. What change do you want to see in the world? Who can take actions that make that change?

As a chapter you play an instrumental role in global communications as the Internet Society voice within your community to speak out for the Internet.

Determining who your audience is and why they should care about the message you are sending is critical. Knowing who your audience is will help you determine the best channel of communication to reach them.

A Word on Audiences

Getting your message to the intended audience is critical to communications being successful, and understanding who your audience is vital. By communicating to the right audience, rather than just any audience, your message will resonate more deeply, because they can relate. Reaching your audience with messages that are catered to them and their interests will ultimately create loyalty and advocates over a longer period of time.

How can you understand your audience? It's a mix of art and science, but here are some practical tips:

- Research their demographics
- Research their areas of interest; start by analyzing your territory
- Do some social listening; start by reading their social accounts or reading some opinion or blog pieces they have written
- Conduct lightweight surveys or social media poll to learn what is important to them.

The chances are you may find that you have several different audiences and will have to segment them, so you are sending the right message to the right people.

Messaging

Once you know your audience and what motivates them, develop your message so that it caters to them. Remember, the message should motivate them. Some helpful messaging tips:

- The tone of the message is appropriate for the Internet Society.
- The message is fitting for the channel of communication you are using to reach the audience.
- There is a clear call to action. A good rule of communications messaging: never lead the reader to a dead end.
- Brevity over verbosity.



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What is a call to action? It's a term used to describe an actionable prompt or immediate action.

Calls to action are an important communications tool as they guide your audience in what to do.

Examples of calls to action are non-demanding requests such as "watch this video" or "read more here", others can be more passive but indicate an action should happen, such as "limited time offer".

Communications Channels

In communications there is a modeling strategy called PESO that stands for Paid, Earned, Owned, and Shared, representing the channels of communications to reach audiences.

Paid is just as it implies, paying for distribution. Earned is media coverage by a credible third party. Shared is sharing and engaging with a community on social media. Owned is channels that you control such as your website or email. You should consider combining one or more of these channels to reach your audience where it makes sense to do so. For instance, you may want to share an article in which you were interviewed on social media.

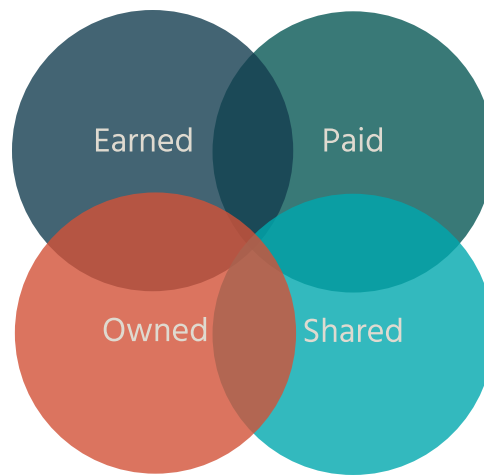
It's important to ensure the message you want to send is appropriate for the channel you will be using to get your message out.

Earned

- Media relations
- Blogger relations
- Influencer relations

Owned

- Website
- Blog
- Content



Paid

- Advertising
- Banner ads
- Google AdWords

Shared

- Social media
- Word of mouth
- Referrals

Helpful Resources

- [Hubspot](#): A marketing communications platform, Hubspot offers practical tips, templates, and how-to's on everything from blogs to marketing basics.
- [Mailchimp](#): An email platform, Mailchimp offers tips on websites, emails, and audience insights.
- [Hootsuite](#): A social media messaging, publishing and monitoring platform, Hootsuite offers a variety of information on social media, from the basics to trends.
- [Canva](#): A graphic design platform that enables anyone to create marketing materials from social graphics to brochures for free. Canva offers courses, tutorials, and events on branding and visuals.
- [WordPress.com](#): A web development platform, WordPress.com provides a way to start a new website for free.

Online Presence

For a chapter to advance the mission of the Internet Society, you'll need to establish an online presence so that people can find out about your events and how to become involved. That online presence may involve a website, social media, email lists or newsletters, and online events or live streaming.

Website

A website plays a critical role in a chapter's communications. It provides a home for the content you create and a place to inform people about your activities and ways people can be involved.

There are many options for hosting a chapter website, including:

- Operating your own web server on a server installed at a local business, university, or data center who will donate the connection.
- Operating your own web server installed in a virtual machine at one of the many cloud hosting providers.
- Using one of the many available website hosting providers.

If you have chapter members with technical knowledge, the "self-hosted" options of operating your own web server may be possible. Otherwise, a website hosting provider could be your best option.

If you consider a website hosting provider, we encourage you to test the hosting provider using the [Internet.nl test platform](#) to determine the hosting provider's support of the latest open Internet standards for availability and security. Having the chapter's website support these standards will help the Internet Society's mission and ensure that your chapter is practicing many of the standards that we promote. Note that the Internet.nl site [lists hosting providers that are 100% compliant](#) with their tests.

You can use whatever technology you wish to build your website. We encourage you to think about the long-term maintainability of your website. For example, if a chapter member develops your site using custom programming, but then later is no longer involved with the chapter, you may struggle to find someone who can update your site. You may wish instead to explore using a content management system (CMS) such as WordPress or Joomla, where you can find many people who can

work on your site. WordPress, in particular, is supported by many hosting providers and so you can move your site from one hosting provider to another, or choose to host your own site.

Regarding your website's content, you should consider who you think will be the primary audiences and what actions you want them to take.

Is your site to let people in your region know about your activities? Do you want to help them get involved with the chapter? Do you want to reach local news media with news of what you are doing? Do you want to reach local policymakers? A full discussion of building a chapter website is beyond the scope of what we can provide here, but these are some of the questions to consider.

Once your site is online, please update the Internet Society membership system so that it appears in our lists of chapter websites.

If your site regularly publishes new information in the form of blog posts or news items, it can also be added to [our news page](#). Please contact webfeedback@isoc.org to get your site listed.

Social Media

Facebook, Twitter, Instagram, WhatsApp, LinkedIn, and other such channels allow organizations like the Internet Society to keep in touch with our community, partners, influencers, civil society, and business contacts. Social media enables conversation and information exchange.

We encourage chapters to follow the global Internet Society social media accounts in addition to regional accounts:

- [X](#)
- [LinkedIn](#)
- [Facebook](#)
- [Instagram](#)

Be sure to tag us [@internetociety.org](#) on any of these platforms with your activities so we can amplify your work.

See [our full list](#) of recognized global, regional, and topical social channels.

The global social accounts focus on worldwide topics, events, and conversations that are at the heart of Internet Society's mission. Regional social accounts focus on geographical topics, events, and conversations that are at the heart of the Internet Society's mission. Meanwhile, chapter social accounts have a focus on localized topics, events, and conversations at the heart of the mission. This integrated approach of macro-level and micro-level messaging helps to build engagement and awareness.

We encourage chapters to establish social channels that are most appropriate for your community. This could be Twitter and WhatsApp, or maybe just Facebook, or a combination of others. There are many reasons for establishing a social presence, just some of the benefits include:

- Attracting new members
- Attracting sponsors
- Hosting virtual events
- Real-time information exchange and updates
- Engaging in conversations
- Connecting with members
- Rallying followers around specific topics
- Driving awareness on topics, events and content
- Hosting polls.

There are several important elements to getting your social presence up and running. First, determine which social media channel(s) is right for your community. What are they most likely to use and engage with? Second, give it a name that fits within the established taxonomy the Internet Society [Territory Name]. For example, @InternetSociety_Botswana. After that, you'll need to include the approved chapter logo in the profile picture area and approved header image in the header section. You also need to provide one or two short sentences about the chapter in the biography section.



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We encourage chapters to state they are part of the Internet Society community working on securing and growing an Internet that is open, globally connected, secure, and trustworthy in the [name of region].

You can find logos and other assets on [our digital asset manager](#).

Once these fundamentals are established, commit to a regular posting and conversation exchange.

It's a poor reflection on the Internet Society brand and the chapter if a social account goes more than a few days without a reply, and months without a post. If a weekly regular engagement plan is not feasible, social media might not be a good channel of communication for the chapter.

If you've started social media channels and you're unable to commit to regular posting, one opportunity is to share some of what global communications is posting, alternatively it's okay to retire existing accounts.

If you choose to do so, be sure to update the bio section with the date the channel has been turned down and provide a link to your website or another digital location where they can learn more.

Email

Email is an important communication tool for the Internet Society community. As a chapter leader, you are automatically subscribed to both the global and regional chapter leaders' lists once your name is added to the community portal (AMS). These lists are used by the Internet Society community engagement managers to share information, and they also allow you to connect with other chapter leaders worldwide.

In the new community portal, all chapters and special interest groups have their own online community hub called Chatter groups. In these groups, members can share updates, polls, and questions with fellow chapter members. As a chapter leader, you can use the Chatter Group to communicate with your members or as a space where members can engage with each other. For one-to-many communications, chapter leaders can send messages to all or a selection of their members via the Chapter Emails tab in the community portal (AMS).

The community portal [training page](#) provides how-to guides and videos to assist you in managing your chapter information, membership, and navigating the portal. For detailed instructions on accessing your chapter's Chatter group or sending one-way communications to your members, refer to the training page. This page and other useful tools are also referenced in the Resources tab of the leader portal.

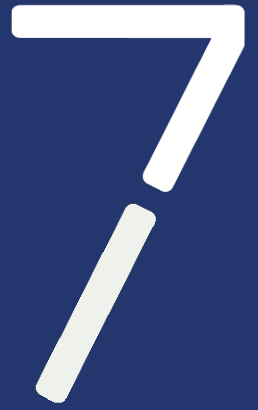
Both online and offline, when we work together on creating an open, globally-connected, secure, and trustworthy Internet for everyone, it's important that we do this via civil dialogue.

We therefore request all Internet Society members to adhere to [our Code of Conduct](#). We encourage chapters to have a similar document in place to set a clear framework in which the discussions are expected to take place.

What's Next?

For various reasons, sometimes a chapter will lose steam. If that happens, the Internet Society team will work with you to figure out the next steps, whether that's rejuvenation or chapter closure.

Rejuvenating or De-chartering a Chapter



The majority of chapters are run by volunteers, and it's natural that their priorities change over time.

Sometimes a chapter can no longer find enough volunteers to successfully continue. And sometimes the local context is no longer right for running a chapter. In such a situation, a chapter may decide to stop operations, or the Internet Society may decide to rejuvenate, or de-charter it.

If you run into any kind of difficulties while running a chapter, please contact your region's community engagement manager or email chapter-support@isoc.org.

In this section we cover:

- Chapter pre-rejuvenation and rejuvenation procedure
- De-chartering a chapter



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Chapter Pre-Rejuvenation and Rejuvenation Procedure

Sometimes a chapter's leadership team is no longer available or no longer interested in leading a chapter. Or, you may be facing other difficulties that prevent the chapter from operating normally. In this case, you may need help to re-organize and revive the chapter, and find new leaders.

The Internet Society provides support to the local group of volunteers interested in leading the chapter rejuvenation process.

The rejuvenation process starts when a chapter no longer accomplishes the minimum requirements, and is no longer in good standing according to chapter performance evaluations (see [chapter letter](#)).

Other reasons a chapter may enter the rejuvenation process are:

1. Problems or behavior that harm the Internet Society locally, regionally, or globally. For example, violation of social obligations or grave misconduct that could negatively affect the organization's image or brand.
2. Unresolvable internal conflicts within the chapter.
3. If a chapter doesn't execute its bylaws.
4. If a chapter has become inactive.

The rejuvenation process is divided into two phases:

Pre-rejuvenation

The Internet Society community engagement manager works with the chapter to reach the minimum requirements. The chapter has three months to work on solving the areas in which it needs to improve. During this time, the chapter is still eligible for Internet Society funding on a case-by-case basis. If the chapter does not improve during the pre-rejuvenation period, it will enter into a rejuvenation phase.

Rejuvenation

The chapter begins a restructuring process of up to 12 months during which a change of leadership is mandatory. Chapters in rejuvenation no longer have voting rights, nor are they eligible to apply for funding via the Internet Society's and the Internet Society's funding programs.

The group of people interested in rejuvenating the chapter puts together a concrete rejuvenation plan with the Internet Society's community engagement manager. If the rejuvenation is successful, the chapter will be listed again as active. If the rejuvenation is not completed after 12 months, the chapter will be officially de-chartered. Read about [the de-chartering process](#).

If the rejuvenation involves fundamental changes to the existing chapter, such as the establishment of a new local organization to run the chapter, it will need to re-apply for chapter status.

De-chartering a Chapter

The term of the Chapter Charter begins when the Internet Society completes the charter and remains in effect until the chapter provides written notice of termination; or until the Internet Society terminates the Chapter Charter.

Chapter-Determined Termination of Charter

A chapter may decide to stop its operations for a variety of reasons. It may no longer have the leadership, resources, or membership to be effective, or it could be decided that it's no longer viable.

If a chapter decides to stop operations and terminate its charter as a chapter, a typical procedure, depending on its bylaws, may look like this:

- Advance notice is given to the membership, followed by an election to vote on the chapter's dissolution.
- The chapter's dissolution is decided by a majority vote from its membership and unanimous agreement of its officers.
- The chapter leader informs the Internet Society about its dissolution and provides written notice about the termination of its charter.
- A plan is formulated for the transfer of any remaining assets of the chapter, according to its bylaws.
- Leaders terminate the chapter's nonprofit status according to the regulatory requirements dictated by the chapter's state or country.
- The chapter ceases use of the Internet Society name, logo and chapter tools and takes all actions necessary to renounce its legal right to use or reserve the name 'Internet Society,' or any derivative, in the territory.

Internet Society-Determined Termination of Charter

If Internet Society staff recognize that a chapter is noncompliant, or the rejuvenation was unsuccessful, they have the right to terminate the Chapter Charter by providing written notice to the chapter. A chapter may appeal a decision to terminate the Chapter Charter in accordance with Article IV of the Internet Society's Amended and Restated Bylaws.

Read about [the de-chartering process](#).



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What's Next?

As a chapter leader, you'll want to keep up to date on the Internet Society's current campaigns and projects. You can read all about the Internet Society's vision, mission and latest news [on our website](#). Or read on for an overview.

About the Internet Society



The Internet Society is a global charitable organization empowering communities to ensure the Internet remains open, globally connected, secure, trustworthy and a force for good in the world.

Founded in 1992 by Vint Cerf and Bob Kahn, two of the “Fathers of the Internet”, [the Internet Society’s history](#) and values reflect this founding lineage.

The Internet Society is a global community driven by a common idea: when people have access to the Internet, incredible things happen. We all can share ideas, build connections, provide education opportunities, and improve health. Innovation spurs because of the borderless collaboration the Internet provides.

In this section you can read more about:

- Our mission and vision
- Why our work matters
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Our Mission and Vision

The Internet is for everyone. This is our vision that drives everything we do.

The Internet is a place of possibility and opportunity. It's where we collaborate and innovate for a better world. Where we share our hopes and strengthen our bonds. It's where we work, learn, and make progress.

Driven by our vision and belief that everyone benefits from an open and trusted Internet, it is our responsibility to improve it.

The Internet Society mobilizes a diverse group of technologists, policymakers, governments, institutional and corporate partners, end users, and potential users to build, promote and defend a bigger and stronger Internet. Working through a network of members, chapters, special interest groups, organization members, and partners we are:

- closing the digital divide and extending the Internet to the communities that do not have it and need it most.
- advocating across the globe for a trusted Internet, bridging the gap between policymakers and the technical community.
- promoting the deployment of technologies and protocols that secure the interconnection of independent networks.

Learn more [about the Internet Society](#) and our [vision and mission](#).

Why Our Work Matters

The Internet is an incredible resource that enables us to do incredible things, creating new ways of connecting, collaborating, innovating, sharing, working, learning, socializing, shopping, and having fun. It facilitates the global flow of knowledge, ideas, and information, growing organically in response to local requirements and providing unprecedented economic and social value.

Our Structure: A Global Community

Our global community is made up of thousands of energetic, enthusiastic, and committed individuals, chapters, organizations, partners, and organizational governance. Together we are an unstoppable force.

Individual Members

As champions of the Internet Society and supporters of our vision, [individual members](#) carry into the world the message of an open and secure Internet for all. They help expand our global reach and strengthen chapters.

Individual members benefit from access to information and events, are encouraged to collaborate and network with fellow members, and invited to participate in our campaign work. Individual members can join local chapters and [special interest groups](#) (SIGs).

Chapters and Special Interest Groups

Internet Society chapters and SIGs are the connectors that bring members together to make change and advance our mission of a bigger and stronger Internet at the local level.

Chapters are central to our work, bringing together members to run programs and activities dedicated to making a difference locally, informing policy, and educating the public about Internet-related issues.

Organization Members

Supporters who partner with the Internet Society to achieve greater impact, [organization members](#) are a pillar of the Internet Society community providing partnership, expertise, and advocacy power to both our message and our activities. Organization members represent Fortune 500, Global 2000, small and medium enterprises, startups, academia, and nonprofit organizations from around the world, across various industries.



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Organization members select one-third of our Board of Trustees. They also compose the [Organization Member Advisory Council \(OMAC\)](#) who serve as an advisory body to Internet Society senior management and board on matters affecting the general welfare and effectiveness of the global Internet and its users.

Partners

To help us achieve greater impact and go farther with our mission, we have formed [partnerships](#) with a variety of organizations around the world. Working alongside a broad range of organizations, including governments, international organizations, private companies, civil society organizations, academic institutions, technical community organizations, and more.

Organizational Governance

Board of Trustees

In support of the organization's mission, the [Internet Society Board of Trustees](#) provides strategic direction, oversight, inspiration, support and advice. The board's role is strictly limited to governance, which is by definition the creation of policies and continuous monitoring of their proper implementation. In consultation with the CEO, the board sets up strategic goals and helps devise a high-level strategic action plan to reach them. Once the goals and plans are approved, the board oversees management's implementation and measures results of the actions taken in accordance with the plan.

The Internet Society's board is composed of 12 elected and appointed members, plus the Internet Society's president and CEO in an ex officio, non-voting capacity.

The voting Board of Trustee members are selected as follows:

- Four members elected by chapters
- Four members elected by organization members
- Four members appointed by the Internet Engineering Task Force (IETF)

Board of Trustee elections take place annually and all chapters in good standing at the election eligibility cut-off date are eligible to vote. In the steady state, there will be four trustees elected by chapters, one to two each year. Board members serve three-year terms, with a limit of two consecutive terms (i.e. six years).

Once elected, the trustees serve in the interest of the Internet Society as a whole.

The Internet Society's board members also serve as trustees of the Internet Society Foundation board.

President and CEO

The president and CEO is tasked with effectively leading the Internet Society, this includes:

- Leading and managing executive team and senior staff
- Ensuring the goals of the action plan are achieved, monitored, and reported
- Maintaining a good working relationship between the CEO and Internet Society Board
- Meeting the ever-changing demands for the leading the Internet Society

Our Team

Driven by their belief in the power and possibility of the Internet, [Internet Society staff](#) are dedicated advocates who apply their talents, knowledge, and experience in support of our mission.

Community engagement managers are the main point of contact for our chapters and can be reached at chapter-support@isoc.org.

Internet Society Chapter Advisory Council

The Internet Society's Chapter Advisory Council (ChAC) is an important tool for chapters to channel and facilitate advice and recommendations to and from the President and Board of Trustees of the Internet Society. Advice submitted by the Chapter Advisory Council can be on any matters of concern or interest to the Advisory Council and Internet Society chapters.

All Internet Society chapters are encouraged to appoint a representative to the Council and to actively participate in its discussions. A nine-member chapter Advisory Council Steering Committee is elected by the Council's members each year.

See the [current list of Chapter Advisory Council \(ChAC\) representatives](#).

Internet Society and the Internet Ecosystem

The Internet Society is part of a larger ecosystem of organizations and communities that help the Internet work and continue to evolve. These organizations work together through open, collaborative processes.

They include:

- Technologists, engineers, architects, creatives, and organizations, such as the [Internet Engineering Task Force](#) (IETF) and the [World Wide Web Consortium](#) (W3C), who help coordinate and implement open standards.
- Global and local organizations that manage resources for global addressing capabilities. Among them are the [Internet Corporation for Assigned Names and Numbers](#) (ICANN), including its operation of the [Internet Assigned Numbers Authority](#) function, regional Internet registries, and domain name registries and registrars.
- Operators, engineers, and vendors that provide network infrastructure services such as domain name service (DNS) providers, network operators, and Internet exchange points (IXPs).
- Educators who teach others and build capacity for developing and using Internet technologies, such as multilateral organizations, educational institutions, and governmental agencies.
- Policy and decision-makers who do local and global policy development and governance.

Internet Society Foundation

The [Internet Society Foundation](#) focuses on funding initiatives that strengthen the Internet in function and reach so that it can effectively serve all people. The work advances the vision of the Internet Society (ISOC): the Internet is for everyone.

As a central source for all grants programs, the Internet Society Foundation offers funding for our community and extends our reach into new areas where we can make a positive impact through philanthropy.

Internet Engineering Task Force (IETF)

The [Internet Engineering Task Force](#) (IETF) is the leading Internet standards body. It develops open standards through open processes with one goal in mind: to make the Internet work better. A large open international

community of network designers, operators, vendors, and researchers, the IETF focuses on the evolution of the Internet architecture and the smooth operation of the Internet.

Besides providing a corporate home for the administrative entity that supports the IETF, and being a foundational partner, the [IETF and the Internet Society](#) share many of the same principles. As such many Internet Society programs align and intersect with IETF activities. These include promoting the deployment of IETF-developed standards, supporting broader participation in the IETF and helping to connect the work of the IETF to other aspects of the Internet ecosystem, including policy making.

Public Interest Registry (PIR)

[PIR](#) is a nonprofit created by the Internet Society in 2002 to operate .org top levels domains. Its mission is to empower those who are dedicated to improving our world through the Internet. An exemplary registry, .org has assumed the reputation as the domain of choice for organizations dedicated to serving the public interest.

Useful Links

A collection of helpful resources and inspiring web pages.



Chapter Management and Development

- [List of all Internet Society chapters](#)
- [Chapter Advisory Council](#)
- [Community Portal \(AMS\)](#): To manage your chapter's membership data and access chapter resources.
- [Community Portal Training](#)
- [Chapter Management Essentials training course](#): Online course to help you learn what it takes to successfully run an Internet Society chapter
- [Internet Society Brand Guidelines](#)

Events and Inspiration

- [Internet Society events](#)
- [Chapter and other Internet Society news](#)
- [Read stories from chapters around the world](#)