

Marketing Research Association, Inc.

ASSOCIATION POLICIES

Revised 6/05, 2/06, 8/06

ASSOCIATION POLICY SUMMARY

	<u>Page</u>
A. Financial	4
1. Approval of Expenditures	
2. Financial Examination/Auditing	
3. Investment Committee	
4. MRA Investment Policy	
5. Use of MRA Reserves	
6. Travel Policy	
7. Insurance Review	
8. Credit Cards	
9. Large Projects/ Large Invoices	
10. Contract Signing Authority	
B. Board	16
1. Board Member Financial Policies	
2. Governance	
3. Executive Director Evaluation	
4. Executive Session Minutes	
5. Board Member	
6. Nominees for the Board of Directors	
7. Installation of Board of Directors	
8. Visitors at National Board Meetings	
9. Association Policy Review	
10. Association Bylaws Review	
11. Conflict of Interest	
12. Service on Other Industry Association Boards	
C. Committees / Work Groups	35
1. Standards for Volunteer Leaders	
2. Professional Standards Committee Composition	
3. Professional Standards Committee Actions	
4. Nominating Committee Member Qualifications and Committee Composition	
5. Past Presidents Advisory Group	
6. Operational Structure	
7. Ethics Enforcement	

D. Membership 47

1. Retired Past President Membership Category
2. Honorary Life Membership
3. Installation of Chapter Board Members
4. Financial Reporting by MRA Chapters
5. Member Privacy
6. Cobra Membership

E. Chapters 55

1. Chapter Events in Conjunction with National Conferences
2. Joint Chapter Activities
3. Chapter Newsletters, Publications and Communications
4. Guidelines for Cost Seminars
5. Chapter Leadership Stipend
6. Financial Reporting by MRA Chapters

F. Conferences and Meetings 66

1. Antitrust Statement
2. Conference Site Selection
3. No Smoking Policy
4. Private Events During National Conferences
5. Pre-registered Conference Attendees List
6. Conference Speakers and Presenters

G. Publications 75

1. Publications
2. Magazine
3. Members' Written Contributions to MRA Publications

A. FINANCIAL

Marketing Research Association, Inc.
ASSOCIATION POLICY

Action: 3/94
Revised: 6/00

A. 1. Approval of Expenditures

A. Any check over \$2,500 requires a second approval signature. It is the policy of the organization to give check signing authority to the following positions:

- Executive Director
- Treasurer
- President

B. Any anticipated project expenditure over the project's budget and up to and including \$2,500 must be approved by the Executive Director prior to incurring the expense. The Executive Director will inform the Board of any issues.

C. Any anticipated project expenditure over budget by more than \$2,500 must be submitted to the Treasurer for review and, if necessary, to the Board for approval prior to incurring the expense.

Rationale

Ensure proper control of Association funds. Project expenses should be anticipated and controlled by those (Executive Director, Senior Staff and Board of Directors) empowered to manage and oversee them.

General Procedure

Treasurer will be the second signature on checks over \$2,500. In the absence of the Executive Director or the Treasurer, the President will be the second signature on checks over \$2,500. Appropriate documents will be provided to the signer for understanding the expenditure.

Staff will review project expenses regularly at a minimum of once a month, and overages should be brought to the immediate attention of the Executive Director.

Marketing Research Association, Inc.
ASSOCIATION POLICY

Action: 3/94
Revised: 6/00

A. 2. Financial Examination/Auditing

- A. A review will be conducted by an independent Certified Public Accountant (CPA) annually to:
1. Address the adequacy of internal control procedures.
 2. Provide analytic review comparing overall operating results between fiscal periods.
 3. Determine that the financial transactions of the Association are not materially misstated.
- B. An Audit will be conducted by an independent Certified Public Accountant every third year to:
1. Address the adequacy of internal control procedures.
 2. Provide analytic review comparing overall operating results between fiscal periods.
 3. Assure that financial statements are fairly presented.

Rationale

Conduct annual review of our financial records and procedures by a CPA to ensure consistency. To ensure good business practices, a full financial audit will be conducted every third year.

General Procedure

Each year the Executive Director, in coordination with the Treasurer, will request a cost bid for doing a "Review" or "Audit" as appropriate. The Executive Director will be the primary contact for the Association, with the independent Certified Public Accountant. Results of audit/review will be submitted to Board of Directors upon completion.

Marketing Research Association, Inc.
ASSOCIATION POLICY

Action 8/04

A. 3. Investment Committee

An Investment Committee comprised of knowledgeable members will help to ensure that MRA investments are handled wisely.

Rationale

To ensure that MRA investments are handled wisely.

Procedure

The Investment Committee shall be comprised of five members: the Association Treasurer (Chair), the Association President-Elect, and three appointed members. The appointed members will serve three-year staggered terms. Each member may serve no more than two consecutive terms.

Ex-officio members of the Committee shall be the Executive Director and/or Staff member(s) designated by the Executive Director. The Investment Committee shall meet to review the performance of the investment portfolio each quarter and shall maintain asset allocation in accordance with the Association Board's investment policy. The Committee shall report performance of the portfolio and the fund manager(s) to the Board annually.

Marketing Research Association, Inc.
ASSOCIATION POLICY

Action 8/04

A. 4. MRA Investment Policy

The Association shall manage its investments to protect and grow its assets for the long-term benefit of the Association. The investments are not intended to provide revenue for annual operations of the Association.

Rationale

To protect and grow MRA's assets

Procedure

The investment portfolio shall contain no less than 30% and no more than 35% in fixed income funds and between 65% and 70% in equities. The equities shall be distributed among growth, value, large cap, medium cap, and international stocks. The portfolio shall not invest more than five percent of the total funds in any one stock. The percentage invested in each type of fund will vary as market conditions warrant, and will be determined by the fund manager(s). The Investment Committee is responsible for communicating with the Administration Officer, the Board of Directors and the Investment Fund manager(s) to administer, protect and grow the portfolio. The goal is to produce an annualized growth rate, excluding inflation, over the long term.

The Association Board may direct the Investment Committee to divest funds for special circumstances, including, but not limited to: severe financial hardship for the Association or major capital expenses that will improve or grow the Association's overall financial situation.

Marketing Research Association, Inc.
ASSOCIATION POLICY

Action 8/04

A. 5. Use of MRA Reserves

MRA's operating reserves will not be used without careful consideration. The goal is to retain a level of at least 6 months' reserve.

Rationale

To ensure appropriate use of reserves.

Procedure

The Association shall manage its finances according to NASD standards and shall strive to fund itself on a cash basis. That is, revenues and cash flow management should provide sufficient cash to pay expenses.

The Association may occasionally have short-term needs for cash to continue its operations as planned. In those instances, the Treasurer, Administrative Officer and Executive Director shall, after consulting a financial professional, decide which is the best method to obtain those funds. If the least expensive method is to borrow on margin from the MRA investment portfolio, then the amount borrowed shall not exceed 33% of the investment portfolio's value.

When operation cash flow exceeds expenses, the Treasurer, Administrative Officer and Executive Director shall decide when to transfer money from the operating reserve to the investment account.

The Investment Committee shall report to the Board any funds borrowed during the reporting period.

Marketing Research Association, Inc.
ASSOCIATION POLICY

Action: 11/93
Revised: 6/00
Revised: 8/04

A. 6. Travel Policy

The Marketing Research Association will pay for reasonable travel expenses incurred during traditional travel by Volunteers who travel on behalf of the Association's interests. An official MRA expense report form with appropriate receipts must be submitted for approval within 10 days of the close of event and forwarded to the Executive Director for payment.

Traditional travel is defined as performed for and budgeted by the Association during the course of a business year. Nontraditional travel plans must be submitted to the Executive Director for approval prior to booking.

Rationale

- To ensure consistency across expenditures and to protect the memberships' investment
- To reimburse legitimate travel expenses to the Board and other Volunteers who engage in Association business

General Procedure

1. For non-Board meeting related Volunteer expenses, reimbursable expenses may include: airfare, train fare, taxis, airport shuttle, rental cars, personal car mileage, tolls, parking, hotel room and tax, meals, business phone calls, internet access for MRA business and tips. Saturday night stay-over fares are encouraged only if the cost of the airfare is less than the grand total cost of the additional night(s) at the hotel and all related expenses.
2. Travel to and from destination airports is reimbursable to the maximum amount charged by the least expensive means of ground transport, e.g. airport shuttle, group taxi, etc.
3. In some years, MRA Board members have a maximum per annum stipend to cover airfare and ground transportation for attendance at each year's four Board meetings. This stipend is indicated on all Board Meeting Registration materials and may be modified from year to year at the discretion of the Board. Headquarters will maintain financial records of each Board member's stipend balance and will inform the Board member once the maximum per annum stipend is reached.

4. Daily maximum meal allowances (per person) are: Breakfast - \$10.00, Lunch - \$20.00, Dinner - \$30.00. Meal allowances are provided unless there is a scheduled meal event already paid for by MRA.
5. Non-reimbursable expenses include: personal expenses, personal internet access, recreation (e.g. movies), personal phone calls, laundry and dry cleaning.
6. For tax purposes, receipts are required for all travel expenses. For airfare, the passenger receipt coupon or e-fare confirmation printout containing the final fare is acceptable. A printed itinerary is not sufficient. Hotel and rental car receipts are required as backup to credit card receipts.
7. Personal car mileage will be reimbursed at the current IRS allowable rate, obtainable from Headquarters. This amount will cover all vehicle-related expense (gasoline, mileage, maintenance, insurance, etc.) except tolls and parking. Tolls and parking are reimbursable with appropriate receipts.
8. Expenses must be reported on MRA expense form within 10 business days of the close of the reimbursable event. This is to ensure rapid reimbursement and accurate MRA financial records.
9. Board members are to submit their expense forms to the Executive Director. All other Volunteers are to submit their forms to their Staff contact.
10. Any questions on allowable expenses should be directed to the Executive Director or designated Staff member at headquarters.

Marketing Research Association, Inc.
ASSOCIATION POLICY

Action: 8/95
Revised: 6/00

A. 7. Insurance Review

It is the policy of the organization to have the Administration Officer review annually all of the organization's insurance coverage to be sure it is complete and up to date.

It is also the policy of the organization to have an independent insurance consultant, not a potential candidate for our insurance business, review the organization's insurance policies every three years to ensure coverage and limitations adequately meet the needs of the organization, members and employees.

Rationale

To ensure the organization has adequate and reasonable insurance coverage.

To maintain objectivity, the three-year review is done by an independent commercial insurance broker, not the organization's insurance broker.

Procedure

The Administration Officer will initiate the appropriate review process each year. The results of the review will be provided to the Executive Director along with an appropriate recommendation.

Marketing Research Association, Inc.
ASSOCIATION POLICY

Action: 8/95
Revised: 6/00
Revised: 8/04

A. 8. Credit Cards

The Association will issue credit cards to the following Staff members:

- Executive Director
- Staff Members as approved by the Executive Director and Finance Committee

The Association will issue credit cards to the following Volunteer leader, with credit limits of \$5,000:

- President-Elect
- President
- Other volunteers as approved by the Executive Director and President.

Rationale

Individuals conducting travel on a regular basis and incurring business expenses will be offered this convenience so they do not have to use their own funds or obtain large cash advances from the Association.

Procedure

A 'credit card holders' log will be maintained by the Administration Officer at MRA Headquarters.

Individuals incurring expenses on credit cards will remit a completed Expense Account form and indicate that the expenses were paid for by credit card.

Marketing Research Association, Inc.
ASSOCIATION POLICY

Action: 8/95
Revised: 5/97
Revised: 8/04

A. 9. Large Projects/Large Invoices

It is the policy of the Association to:

- obtain at least two bids from vendors for projects over \$1,000.
- have the Staff Operations Officer, Staff Administration Officer and the Executive Director sign off on vendor invoices over \$2,500.

Rationale

This will ensure that Association funds are spent prudently and that the Association is receiving the best cost for goods and services.

General Procedure

When a project is estimated to cost over \$1,000, the appropriate Staff Manager will solicit at least two bids.

When a vendor invoice is over \$2,500, the Staff Manager (who has reviewed and approved the invoice) should submit it to the Executive Director for approval. As a backup check, the Administration Officer will make sure that the two required approval signatures are on all vendor invoices over \$2,500.

Marketing Research Association, Inc.
ASSOCIATION POLICY

Action: 6/96
Revised: 5/97

A. 10. Contract Signing Authority

Authority to sign contracts is given to the Executive Director.

If the financial implication of signing a contract is not included in the Association budget, Executive Committee approval is required involving funds over \$2,500 before authority to sign the contract is granted.

Rationale

The Association has clear information on who has the authority to sign contracts obligating the Association.

Procedure

All contracts will be submitted to the Executive Director for signature. The Executive Director will review:

- the budget information indicating planned financial obligation;
- the contract for clarity and completeness;
- and request review by the Treasurer and/or legal counsel when appropriate

The Executive Director will submit the contract to the Finance Committee for review when the financial obligation is not budgeted and involves over \$2,500. The Executive Committee will then review the contract and has the authority to approve up to \$10,000. If the contract is over \$10,000 they will make a recommendation to the Board of Directors.

B. BOARD

Marketing Research Association, Inc.
ASSOCIATION POLICY

Action: 5/86
Revised: 6/00
Revised: 8/04

B. 1. Board Member Financial Policies

MRA's funds belong to its members and should always be expended in their best interests. Expenses on behalf of the Association are to be reasonable and provide value.

Rationale

To ensure consistency across all expenditures for all Board members.

Procedure

A. BOARD MEETINGS ATTACHED TO MRA CONFERENCES

All reimbursements are contingent upon Board members' full attendance for the entire span of the Board meeting.

Board members' rooms will be paid for by MRA Headquarters for single hotel room rate (found in the conference promotional brochure) for nights during which the Board member would not have been in attendance were it not for his/her Board service.

Airfare and ground transportation will be reimbursed up to the amount of the annual stipend given to all Board members. The stipend is for 4 Board meetings. Should a Board member attend fewer than 4 meetings, the total stipend will be reduced proportionately (e.g. attendance at 3 meetings reduces the stipend to 75% of its original amount). Airfare and travel expenses beyond the stipend are the responsibility of the Board member.

One full Conference Registration is complimentary to Board members who attend the board meeting and personally attend the Conference.

B. OTHER BOARD MEETINGS

For any Board meeting that is scheduled independent of Conferences, the following expenses are covered by MRA:

Airfare and ground transportation will be reimbursed as they fall into the annual stipend given to all Board members. Airfare and travel expenses beyond the stipend are the responsibility of the Board member.

Board members' rooms will be paid for by MRA Headquarters for single hotel room rate for the nights required to ensure Board meeting attendance.

Meals are provided for all mealtimes within and immediately prior to Board meetings. Board members who arrive too late to partake in the prearranged meals will be reimbursed for substitute meals as per Policy cost guidelines. Board members who have arrived in time to join the scheduled dinner but who choose not to partake will not be reimbursed for substitute meals.

C. GENERAL PROCEDURES

Board members will receive and must fill out and return Board Meeting Registration forms for each Board meeting. All instructions for travel, etc. will be on the form or accompanying materials.

Board members who are not partaking in pre-arranged meals, either in the Board meeting or at a dining establishment arranged by MRA, must give the Events Coordinator or Executive Director at least 72 hours' notice. This is to ensure that MRA is not charged for meals that will not be consumed.

See Travel Policy A-6 for other travel details.

Marketing Research Association, Inc.
ASSOCIATION POLICY

Action: 4/92
Revised: 6/00

B. 2. Governance

A. General

Board members are responsible for financial and program monitoring for the Association, fostering the mission of the Association and providing shared wisdom.

B. Executive Committee

Executive Committee members (board officers) are responsible for:

1. Acting as a preliminary review group of the Board for policy decisions, restructuring and other major decisions.
2. Making recommendations on preliminary information to determine that the most complete and well thought out information possible is available to the Board.
3. Making emergency decisions and determining a plan of action.

C. Board Members

Board Members are responsible for:

1. Exercising reasonableness, diligence, and care in the affairs of the Association.
2. Exercising confidentiality and discretion, maintaining objectivity and maintaining a “big picture” point of view.
3. Creating and maintaining a spirit of unity among the Board members.
4. Supporting, NOT undermining, Board decisions outside the Board meeting. (All opposition is stated in the Board Meeting.)
5. Placing reasonable reliance on the information and reports of others but exercising good judgment in evaluating the information and making decisions based upon it.
6. Attending ALL Board and Committee meetings (assigned) and other related functions (i.e., scheduled dinners, etc.).

7. Being thoroughly acquainted with the Association's bylaws and your role as a Board member as outlined in the bylaws, strategic plan and annual budget.
8. Keeping informed of programs and activities (by reading Board materials before meeting, publications, etc.) as they relate to #6.
9. Ensuring statutory and technical requirements are fulfilled (taxes paid, etc.).
10. Placing the larger interest of the Association above personal or member segment concerns.
11. Making no monetary profit from the Association (but may be reimbursed for approved expenditures).
12. Being sure minutes of meetings and records of the organization reflect good faith effort and conscientious conduct.
13. Responding when requested to all communication in a timely manner (within 3 working days), the agreed-upon date dependent upon receipt of notification.
14. Interacting with members to gain insight into their association needs as well as other information such as concerns or problems of the members to bring this information to the Board.

Rationale

Ensure continuity among MRA Board of Directors and a process for conducting Association Business.

General Procedure

1. Board members will read and, as a condition of service, must sign the Confidentiality Agreement presented to them annually.
2. Board members will always follow the policies of the Association, complete all agreed-upon responsibilities and conduct themselves in the best interest of the Association.
3. A Board member who cannot complete agreed-upon responsibilities will notify the President who, in turn, will discuss the situation with the Executive D

Marketing Research Association, Inc.
ASSOCIATION POLICY

Action: 3/94
Revised: 10/99
Revised: 8/04

B. 3. Executive Director Evaluation

An evaluation of the Executive Director shall be completed annually in accordance with the Executive Director Agreement. An Executive Director whose tenure is less than one year may be evaluated at the three, six and nine month levels of his/her employ.

Rationale

Provide regular feedback to the Executive Director to ensure the success of the Association.

General Procedure

The evaluation will be completed using an agreed upon tool.

A Task Force comprised of the President, President-Elect and Immediate Past President will complete the evaluation and present the results to the Executive Director within one business day. The current President shall chair this committee.

The evaluation will measure the success of the Executive Director in meeting goals as outlined in the Executive Director's job description, the performance objectives outlined in the previous year's evaluation and financial goals as outlined in the annual budget.

The Board of Directors will actively participate in the evaluation of the Executive Director.

The results of the evaluation shall be presented in writing to the Executive Director not more than 15 business days after the presentation of the evaluation.

Marketing Research Association, Inc.
ASSOCIATION POLICY

Action: 4/94
Revised: 9/94

B. 4. Executive Session Minutes

(Closed to all except Board Members)

The Secretary will prepare a separate set of Minutes. These Minutes will report actions, notes and significant discussions that took place during the Executive Session. Whenever possible, a motion taken during the Executive Session shall be ratified during an open session immediately following. Therefore, the motion itself is made available through the public Minutes but not the discussion.

Rationale

To provide a confidential record of sensitive or extremely confidential discussions that may take place, these Minutes will not be made available to the general membership as are all other Board Minutes.

General Procedure

The Secretary will prepare the Minutes from the Executive Session. These minutes are reviewed by the President, signed and dated and put in a sealed envelope attached to the official public Minutes maintained at MRA Headquarters as an exhibit. The envelope is only to be opened at the direction of the President, Board of Directors or Executive Committee.

Marketing Research Association, Inc.
ASSOCIATION POLICY

Action: 8/94
Revised: 9/94

B. 5. Board Member

No more than one person from a company, or no more than two people, one each from separate companies under one parent corporation, may serve on the Board at the same time. In special or extreme circumstances, the Board of Directors may grant an exception.

The final slate reasonably will reflect the composition of the membership at that point in time.

Rationale

To ensure the diversity of the Board of Directors and to protect the Association from any one entity having too much power in the decision-making.

General Procedure

The Nominating Committee will ensure that when making up the slate for the election process the above policy will be enforced.

Marketing Research Association, Inc.
ASSOCIATION POLICY

Action: 8/04

B. 6. Nominees for the Board of Directors

Nominees are qualified MRA members whose names have been submitted for consideration through appropriate channels. “Qualified” members are those in good standing who have a history of proven leadership at the Chapter and/or National level. MRA members nominated to run for the Board of Directors must be vetted through Headquarters and the Professional Standards Committee.

Rationale

To ensure that Board nominees represent the highest level of professionalism.

Procedure

A. REVIEW OF BOARD NOMINEES

Before nominees are asked to run, their names and company affiliation must be presented to MRA Headquarters for review by Professional Standards for recent or past violations or outstanding complaints. Additionally and as deemed appropriate, the Executive Director may vet the names through Senior Staff members who have had extensive contact with Volunteers and/or with Chapter leaders. Should any potential Board nominees be found to be unsuitable, the Executive Director will confer with the Nominating Committee Chair to replace that nominee with a more suitable candidate. This may require reconvening the Nominating Committee.

After review, all nominees must be approved by the Board of Directors.

Marketing Research Association, Inc.
ASSOCIATION POLICY

Action: 8/04

B. 7. Installation of Board of Directors

The duly elected slate will be installed at the Annual Meeting in June. The incoming President may recommend the person who will officiate at the installation, subject to approval by the Board. Should the incoming President not wish to make this recommendation, the recommendation may be made by the President-Elect, subject to Board approval. Should the President-Elect not make the recommendation, the outgoing President may make the recommendation.

The person officiating must be either a Past President of MRA, a former Board member of MRA or a current member of MRA who will not be in National Board service in the year in question.

Rationale

To ensure that a credible, credentialed industry professional with ties to MRA officiates at this important ceremony.

General Procedure

At least one month prior to the Annual Conference, the President-Elect will inform the Executive Director of his/her recommendation for officiating at Installation. The Executive Director will forward that person's name to Professional Standards for vetting. Once vetted, the Executive Director will contact the recommended person to ascertain his or her availability and willingness.

Once this process is completed, the officiating person is subject to approval by the Board.

Marketing Research Association, Inc.
ASSOCIATION POLICY

Action: 6/96
Revised: 8/01
Revised: 8/04

B. 8. Requests By Non-Board Members to Attend National Board Meetings

- A. MRA President will approve the presence of MRA Member observers at national Board Meetings whenever it is reasonable and the agenda permits. The Board reserves the right to go into Closed Session or to ask an observer to leave the meeting whenever it is deemed appropriate.
- B. It is the policy of the Association to allow members of the Association a direct communication channel to the Board of Directors when established means of communication have been exhausted and the member feels his/her concerns have not been heard.
- C. MRA Board of Directors will occasionally request Volunteers or Chapter representatives to attend Board meetings and/or make presentations to the Board relating to programs or services on which they have been working.
- D. Expenses related to points A and B above will be incurred by the observer or member and in point C expenses may be reimbursed at the discretion of the Board.
- E. Staff attends Board Meetings at the direction of the Executive Director.

Rationale

- To allow our members to observe the Association's governance process at work.
- To allow members a direct communication channel to the Board of Directors if established communication channels have not met the member's needs.

General Procedure

In order to continue orderly and uninterrupted business of the Association at Board Meetings, the following rules and procedures will apply:

- a. If a member is interested in observing or presenting a topic at a Board Meeting, the request must be filed with MRA Headquarters . "Application to Observe/Present at a National Board Meeting" must be made at least 45 calendar days prior to the Board Meeting and is subject to approval by the Executive Committee. Any presentation materials must be submitted at this time for review. The form also states rules of conduct to be followed at national Board

Meetings. The rules must be read and agreed upon, by signature of the visitor, prior to returning the Application form to Headquarters. The application form is available on our MRA Website and can be e-mailed to

Headquarters. The Executive Director must notify the requesting party of the results of the application at least 30 days prior to the Board meeting.

- b. Should a large number of applications for attendance to a specific Board Meeting be made, the applications will be treated on a first come, first served basis dependent upon priority business, meeting room space availability, and agenda timing.
- c. If an observer or presenter does not follow the rules of conduct during the Board Meeting, the President will request that the visitor leave the meeting.
- d. A reminder handout (F-611) stating the rules will be given to the visitor upon entering the Board Meeting (See Attachment 2).

**APPLICATION TO OBSERVE / PRESENT INFORMATION
AT A NATIONAL BOARD MEETING**

Name of Applicant: _____

Company: _____

Address: _____

Phone Number: _____ Fax Number: _____

I wish to (CHECK ONE): Observe _____ Present a Topic _____

Reason for Observing: _____

Topic to be Presented: _____

Outline of Information to be Presented: _____

Estimated Time Needed: _____

RULES/PROCEDURES:

- A. I will observe the Board Meeting without making interruptions or interfering with the business of the Board of Directors.
- B. If presenting, I will provide an outline and advance materials to the Board of Directors on the topic I want to present to the Board.
- C. If presenting, I will limit my presentation to the allotted time provided by the Board.
- D. I will respect the confidentiality of all proceedings and agree to sign a confidentiality agreement (Attachment #3).

I agree to follow these and all rules established by the Board for my attendance at the Board Meeting.

Signature _____ Date: ____/____/____

Approval Granted _____ Denied _____ Meeting Date: ____/____/____
(signature) (signature)

Presentation Time Allowed: _____ Scheduled at: ____:____ to ____:____ a.m. / p.m.

F-610

**FAX, MAIL OR E-MAIL THIS APPLICATION TO MRA HEADQUARTERS TO
ARRIVE 45 CALENDAR DAYS PRIOR TO THE BOARD MEETING.**

**WELCOME
TO THE MARKETING RESEARCH ASSOCIATION'S BOARD MEETING**

We are pleased to offer you this opportunity to observe your Association's governance process at work.

In order to ensure that the meeting can progress in an orderly and uninterrupted fashion, we remind you to follow these rules and procedures:

1. Once the meeting is called to order, no interruptions are to be made. If you have any questions about specific issues or procedures, hold your questions until an official break in the meeting. Then you may approach a Board member with your question.
2. If you are here as a presenter, you must limit your presentation to the time allotted by the Board.
3. Please note that some topics may be discussed during a Board Meeting and there is no action taken even when there appears to be consensus among the Board members. If there has been no motion or Board vote, then no official decision has been made. We invite you to ask a Board member if you are in doubt about this.
4. If the Board should decide to close the session, you must exit the meeting.
5. You will be required to sign a confidentiality agreement. (See Attachment 3)

We hope that you find your visit to be interesting and informative.

CONFIDENTIALITY AGREEMENT

I, _____ , as a visitor to the Board of Directors Meeting (herein referred to as Meeting) of the Marketing Research Association, Inc., to be held on _____ , 200__ , recognize that I may, in the normal course of business, be exposed to or learn of certain confidential materials and information.

I agree not to discuss any confidential information disclosed during the Meeting. I further agree that I will not use for personal gain or disclose such confidential materials to any person or corporation unless approved by said Board of Directors.

All documents and materials provided to me during the course of the Meeting shall remain the property of the Marketing Research Association, Inc. and/or its clients.

By my signature, I agree to the above stated terms and understand that failure to comply with this agreement could result in revocation of my membership.

NAME: _____

COMPANY: _____

ADDRESS: _____

CITY, STATE, ZIP: _____

SIGNATURE: _____

DATE SIGNED: _____

Marketing Research Association, Inc.
ASSOCIATION POLICY

Action: 2/97

B. 9. Association Policy Review

The Association policies will be reviewed every three years or as needed by a Task Force.

Rationale

To ensure policies are current and appropriate for Association activities.

General Procedure

1. The President will appoint a Task Force Chair who will select at a minimum three other volunteers. These volunteers must be members in good standing.
2. The Staff Administration Officer will also be a part of the Task Force.
3. At least one month prior to the summer Board Meeting, the Task Force will provide the recommended changes to the President and Executive Director for review.
4. Once evaluated by the President and Executive Director, the amended policies will be presented to the Board of Directors at the summer Board Meeting for approval.

Marketing Research Association, Inc.
ASSOCIATION POLICY

Action: 8/04

B. 10. Association Bylaws Review

The Association's bylaws will be reviewed every three years or as needed. A Task Force Chair will be appointed by the President.

Rationale

To ensure policies are current and appropriate for Association activities.

General Procedure

1. The President will appoint a Task Force Chair who will select, at a minimum, three other volunteers. These volunteers must consist of members in good standing.
2. The Staff Administration Officer will also be a part of the Task Force.
3. At least one month prior to the summer Board Meeting, the Task Force will provide the recommended changes to the President and Executive Director for review.
4. Once evaluated by the President and Executive Director, the amended policies will be presented to the Board of Directors at the summer Board Meeting for approval.

Marketing Research Association, Inc.
ASSOCIATION POLICY

Action: 11/01

B. 11. Conflict of Interest

A. Participation by a member of the Board of Directors in a Board decision or an Association transaction in which the Director or Director's company has an undisclosed financial interest, or will benefit from the transaction, is considered as being a conflict of interest.

Some specific examples are:

- Conducting business with the Association; i.e., selling services, without the same opportunity to other members
- Taking an Association business opportunity for his or her own benefit (that should belong to the Association)
- Using the position as a Director to obtain preferential treatment from an Association supplier, Association Staff, hotel, or other member
- Use of information obtained as a Board member for personal or professional gain
- Attempting to steer Association business to a vendor to obtain a benefit
- Engaging in anti-competitive activity using the Association position; i.e., blackballing an applicant who is a competitor, attempting to establish unfair standards

B. Board Members should abstain from activities or Board votes that would constitute conflict of interest.

Rationale

Board business should be subject to scrutiny from MRA members. An unfair business advantage could be perceived by the MRA membership if a member of the Board of Directors engages in business with the Association for the financial benefit of the Board member or the Board member's company.

General Procedure

- If a Board Member has a conflict of interest it is his or her responsibility to notify the Association President or Executive Director.
- Councils and other work groups should be familiar with this policy and not attempt to do business in a way that could result in a conflict of interest for a Board Member.

B. 12. Service on Other Industry Association Boards

As per MRA Bylaws (to be cited), an MRA Board member may serve on other marketing research industry association Boards. However, said Board member must notify the Executive Director and President of such service prior to attending any meetings or events connected with the additional board service.

Rationale

To avoid potential conflict of interest and to keep the MRA Board informed of inter-association relationships.

General Procedure

1. Either before or upon accepting a seat on another industry association Board, the MRA Board member is to notify the MRA Executive Director and MRA President in writing.
2. The written communication must contain the name of the other industry association, the nature of the seat to be held and the length of term.
3. MRA Board members serving on other industry association boards will place priority on MRA Board meetings and obligations over other board meetings and obligations unless granted an exemption by the MRA President.

C. COMMITTEES / WORKGROUPS

Marketing Research Association, Inc.
ASSOCIATION POLICY

Action: 8/04

C. 1. Standards for Volunteer Leaders

MRA accomplishes its goals and remains a strong and viable professional Association in large part because of Volunteer efforts. All Volunteers will be made aware of their expected performance.

Rationale

Volunteer leaders represent the membership and its interests. Leaders are expected to fulfill their commitments and conduct themselves in a manner consistent with professional standards.

Procedure

A. ATTENDANCE

Board members are expected to attend each of the four annual Board meetings. Inability to attend in-person meetings due to medical reasons may be accommodated via tele or video conferencing at the discretion of the President. More than two absences of any kind per Board term may result in the Board member being asked to resign at the discretion of the Executive Committee.

Work Group, Task Force or Committee Chairs and/or Vice-Chairs are expected to attend every meeting called. Inability to attend meetings must be communicated to the Staff contact at least 72 hours prior. Chairs and/or Vice-Chairs who miss more than two meetings in a row or per year may be asked to step down from their responsibilities at the discretion of the President and Executive Director acting in concert.

Work Group, Task Force or Committee members are expected to attend every meeting called. Inability to attend meetings must be communicated to the Staff contact at least 72 hours prior. Work Group, Task Force or Committee members who miss more than two meetings in a row or per year may be asked to step down from their responsibilities at the discretion of the Chair and/or Vice-Chair and the Staff contact acting in concert.

B. DECORUM

1. All Volunteer Leaders are expected to exhibit conduct befitting professionals. Behavior determined to be inappropriate or injurious to MRA and its members' interests may result in dismissal from duties. All

determinations are made by the Leader's Volunteer superior and the Executive Director acting in concert.

2. When in-person Board meetings, Committee meetings for Task Force meetings are in session, the use of cell phones, PDA's or their equivalents, and laptops are prohibited for personal use. Laptops are permitted only for the purpose of taking notes. Those in violation may be dismissed from the meeting at the discretion of the meeting leader.

Marketing Research Association, Inc.
ASSOCIATION POLICY

Action: 9/86
Revised: 6/00

C. 2. Professional Standards Committee Composition

The Professional Standards Committee shall operate in accordance with the MRA Bylaws and shall be composed of at least seven members including the Chairperson. One member of the Committee shall be the Executive Director, who will be a non-voting member. At the discretion of Executive Director and Committee Chair, additional Staff may be appointed as ex-officio members of the Committee. The other committee members shall be appointed by the Chairperson, subject to the approval of the President. The committee shall fairly represent the members of the Association. A quorum of the committee will be a simple majority. The committee shall convene according to the established procedures. The Professional Standards Committee recommendations may include the following:

1. A finding of no violation.
2. A finding of a violation, and an appropriate penalty including:
 - a. a letter of censure;
 - b. suspension for some period less than a year; or
 - c. expulsion for a period of one to five years.

Note: An expelled member may reapply for membership, providing that evidence is submitted that the situation which resulted in expulsion has been corrected.

Rationale

The Professional Standards Committee must follow specific policies in this process to ensure thoroughness, fairness, and appropriate outcomes.

General Procedure

1. The Manager of this Committee shall be appointed by the Association President for a minimum two-year term, renewable a maximum of two additional terms. After this, the Manager may be asked to serve one additional year in an ex-officio capacity.
2. The Assistant Committee Manager position will succeed to the Manager position. It is desirable for the person filling the Assistant Committee Manager position to have one year of prior Professional Standards Committee experience.

3. Each member of the Committee shall sign a nondisclosure agreement, and each member shall serve on the Committee for a minimum of one year and a maximum of four consecutive years. The Manager will strive to have a balance of new and experienced Committee members.
4. Should the Committee Manager need to resign during his/her term, the President will immediately appoint a replacement Manager and designate his/her term length.
5. Should a Committee member need to resign during his/her term, the Committee Manager will immediately appoint a replacement member to be approved by the Board.

Marketing Research Association, Inc.
ASSOCIATION POLICY

Action: 2/97
Revised: 6/00
Revised 6/05

C. 3. Professional Standards Committee Actions

A. It is the policy of the Association that no member of the Professional Standards Committee:

1. be professionally or personally affiliated with the complaining or the responding party or,
2. be a witness to be called on by either party to participate in the Committee's deliberation or ultimate determination with respect to any matter being considered by the Committee.

Rationale

To avoid conflict of interest when evaluating or acting on violations against the MRA Code of Marketing Research Standards.

General Procedure

1. If a complaint arises and a member of the Professional Standards Committee is connected in any way as stated above, it is the responsibility of the member to notify immediately the Chair of his/her involvement.
2. The Volunteer Manager, Professional Standards Committee will notify the Executive Director who, in turn, will notify the Board if necessary.

B. It is the policy of the Association to offer the responding party who disagrees with a finding of the Professional Standards Committee the opportunity to appeal that finding to an independent arbitrator. Should the decision of the arbitrator be in favor of the complainant, the responding party will bear all costs associated with arbitration. Should the decision of the arbitrator be in favor of the responding party, MRA will bear all costs associated with the arbitration.

Rationale

Offer members a route of appeal should they disagree with the findings of the Professional Standards Committee.

General Procedure

A request in writing is required from the responding party to the Professional Standards Chair through Headquarters stating why the findings should not be upheld and/or the decision of the Professional Standards Committee should be reduced or rescinded.

An independent arbitrator will be selected by the MRA Executive Committee and agreed upon by the complainant and responding party.

The Volunteer Manager, Professional Standards Committee and Staff Liaison will provide the independent arbitrator with documentation as to the Committee's deliberations.

The decision of the independent arbitrator will be final.

C. No Executive Committee or general Board member professionally or personally affiliated with a Complaining or Responding party may participate in any Board deliberations or votes related to that complaint.

Rationale

To avoid conflict of interest.

General Procedure

1. If a complaint comes to the Board and a member of the Board is professionally or personally affiliated with the complaint, it is the responsibility of the Board member to notify immediately the Executive Director of his/her involvement and excuse himself/herself from any deliberation, vote or motion.
2. The Executive Director will notify the President and Volunteer Manager, Professional Standards Committee.
3. If a Board member is found to have been professionally or personally affiliated with the Complaint, and did not abstain from deliberation, vote or motion, they may be removed as a Board member, per Article VI, Section 1 of the Marketing Research Association Bylaws.
4. A Board member may be censured from membership by a majority vote of those Board members qualified to vote on such motion of a regular or at a special meeting called for that purpose.
5. Suspension or expulsion from membership, which is reserved for the most serious violations of the Code, may be effected only by a two-thirds vote of the members of the Board qualified to vote on such motion at a regular or

special meeting called for that purpose. Such a meeting would be a closed meeting with only qualified Board members and the Executive Director in attendance.

Rationale

Change the appeals procedure to have an independent arbitrator instead of the Board of Directors. The appeals process should be wholly apart from the workings of the Board and its members to ensure no bias or future effect on a member's livelihood.

Marketing Research Association, Inc.
ASSOCIATION POLICY

Action: 5/86
Revised: 6/00
Revised: 8/04

C. 4. Nominating Committee Member Qualifications and Committee Composition:

Any member in good standing for one year or more may be selected to serve on the Nominating Committee with the approval of the Board of Directors. The President-Elect shall serve as Chairperson. The committee shall fairly represent the membership. No member of the Nominating Committee shall be a candidate for the Board of Directors.

The names and company affiliation of potential Nominating Committee members must be presented to MRA Headquarters for review by Professional Standards for recent or past violations or outstanding complaints. Additionally and as deemed appropriate, the Executive Director may vet the names through Senior Staff members who have had extensive contact with Volunteers. Should any potential Committee members be found to be unsuitable, the Executive Director will confer with the Nominating Committee Chair to replace that member.

Rationale

To provide a committee made up of members in good standing that represents the diversity of the membership.

To present a qualified slate of candidates to the membership for our Board of Directors election.

General Procedure

The sitting Board of Directors shall approve a Nominating Committee of up to seven members, of which two will be the Professional Standards Committee Manager and the Executive Director. Both of these positions sit ex-officio.

1. Not later than January 15th of the year following the meeting at which it was appointed, the Nominating Committee shall notify the membership of the nominees.
2. Nominations shall remain open no later than February 15th, during which time any additional nominee may be nominated by members in accordance with the provision set forth in Article VI, Section 3 of the Bylaws.
3. Mailed no later than March 5, all members who are eligible to vote shall be sent a ballot containing the names of all nominees and other relevant information and shall specify a date not less than fifteen (15), nor more than twenty (20), business days from the date of mailing by which the ballot must be returned for counting to a designated third party.

Marketing Research Association, Inc.
ASSOCIATION POLICY

Action: 5/86
Revised: 6/00
Revised: 8/04

C. 5. Past Presidents Advisory Group

The Past Presidents Advisory Group shall consist of all Past Presidents of the Association willing to serve. The Immediate Past President shall serve as Chairperson of this Advisory Group. This Advisory Group shall perform such functions as may be assigned to it by the President.

Rationale

Use Past Presidents Advisory Group as a resource to assist the Association when appropriate, yet not overburden them since they have given an exceptional amount of volunteer time to the organization.

General Procedure

At the President's request, the Chair of Past Presidents Advisory Group is advised of Association needs. The Immediate Past President is then responsible for soliciting Past Presidents Advisory Group to determine interest in participating.

Marketing Research Association, Inc.
ASSOCIATION POLICY

Action: 2/97
Revised: 6/00
Revised: 8/04

C. 6. Operational Structure

It is the policy of the Association to have a formal operational structure to support Volunteer and Staff involvement in programs and services and the key goals of the Association.

Rationale

To support the Strategic Plan and empower Volunteers and Staff to determine and pursue the activities required to achieve the strategic outcomes set forth during annual collaborative planning.

General Procedure

1. Volunteer and Staff positions in the structure will be identified and designated.
2. Primary responsibilities and functions of Volunteers and Staff are to:
 - a. plan collaboratively with the Board to achieve desired outcomes and activities to accomplish them;
 - b. monitor progress toward these goals;
 - c. appoint task forces to help in accomplishment of their desired outcomes as defined by the Association Standard Operating Procedures.
3. Term length for any one non-elected Volunteer position will be no longer than three years.

C. 7. Ethics Enforcement

MRA will not act on anonymous complaints alleging violations of MRA's Code of Marketing Research Standards. MRA requires complainants to identify themselves when filing notice of an alleged code violation with MRA's Executive Director.

Rationale

Insufficient information prohibits the Professional Standards Committee from acting fairly upon an alleged Code violation. The Committee needs to determine whether an alleged complaint has adequate evidence upon which to proceed. To fairly judge the complaint it is necessary to ensure that the source is credible and can be reached for further information or clarification.

Should the complaint move forward to notification of the responding party, an anonymous complainant may hinder the responding party's ability to respond appropriately to the complaint and/or may hinder his or her ability to compile sufficient evidence to counter the complaint.

Procedure

All alleged violations of the MRA Code must be filed on the MRA Complaint Form and must be signed with the full name of the individual alleging the violation.

D. MEMBERSHIP

Marketing Research Association, Inc.
ASSOCIATION POLICY

Action: 2/97
Revised: 6/00
Revised: 11/00

D. 1. Retired Past-President Membership Category

Rationale

To recognize outstanding retired volunteers who have held the office of National President.

General Procedure

Retired Membership shall be available at no cost to all retired National Past Presidents who are no longer employed in the marketing and opinion research industry and who meet the following criteria:

- a. Each candidate must be a National Past President who has served his or her full term in office and is an MRA member in good standing for at least 10 years.

The Association Staff will do the following:

- Identify any Past President who has retired from our industry in the past year.
- Ensure that the Past President has been in good standing for the past 10 years.
- Provide certificate of appreciation (could be in plaque form).
- Ensure publication of an article in National's newsletter.
- Prepare a listing in the membership roster on the National Past Presidents page.
- Compile an employment history for each recipient.
- Coordinate the presentation of the award with the Task Force.

Membership benefits will include a free subscription to National's current newsletter and member rates for all programs and services.

Marketing Research Association, Inc.
ASSOCIATION POLICY

Action: 2/97
Revised: 6/00
Revised: 8/04

D. 2. Honorary Life Membership

Rationale

To recognize outstanding **individual** service to the Industry and the Association.

General Procedure

1. The President shall appoint the Honorary Lifetime Membership Task Force (HLMTF) Chair.
2. The HLMTF Chair shall select the Task Force members who will work with the Chair and Staff Liaison.
3. A call for nominees shall appear in MRA publications at least one month before nominations must close.
4. The Board of Directors must approve the recommendation of the HLMTF.
5. Candidates shall be considered upon request or recommendation from any member at large. Candidates must meet the following criteria:
 - a. Is a current member in good standing of the Association or is a retired member of MRA who was in good standing at the time of retirement.
 - b. Was or is a Chapter and/or National member Volunteer for at least 10 years.
 - c. Was or is an outstanding individual who has been in our Industry for at least 20 years, during which a strong commitment was demonstrated to our Industry and the Association.
6. No award may be given if the HLMTF renders that decision.
7. More than one award may be given in a year if the HLMTF renders that decision.

Upon approval the Association Staff will:

- Prepare certificate of appreciation (could be in plaque form).

- Document the accomplishments which led to the awarding of the Honorary Life Membership. This documentation will be kept on file at MRA Headquarters.
- Prepare notice or article for National's magazine.

Membership benefits shall include: free subscription to magazine, the ability to submit announcements for inclusion in MRA publications, member rate for all programs and services.

Honorary Life Membership benefits are for individuals and not their company.

Marketing Research Association, Inc.
ASSOCIATION POLICY

Action: 2/97
Revised: 6/00
Revised: 8/04

D. 3. Installation of Chapter Board Members

At the invitation of the Chapters, MRA National Board Members will make every effort to install elected Chapter Board Members. Whenever possible, Chapters will make their requests at least three months in advance.

Rationale

To support our Chapters and recognize the importance of Volunteers who represent the Association.

General Procedure

1. The first choice will be to have the current *National* President or another current National Board member install new Chapter Board Members.
2. If the current National President or other current National Board member is not available, the National Board will approve the installing officer selected by the Chapter.
3. If applicable, travel costs incurred by the designated National leader will be borne by the Chapter.

Marketing Research Association, Inc.
ASSOCIATION POLICY

Action: 5/97
Revised: 6/00
Revised: 8/04

D. 4. Financial Reporting by MRA Chapters

It is the responsibility of all Chapters to provide MRA Headquarters with a copy of their Year End Financial Statement each year within 30 days following the close of their fiscal year.

Rationale

To act as a double check to ensure MRA Chapter's compliance with federal regulations and guard against financial liability.

General Procedure

Each year the Chapter Treasurer will forward to the MRA Administration Officer a copy of the Chapter's fiscal year end financial statement within 30 days following the close of their fiscal year.

Failure to do so will result in the Chapter being removed from the group exemption list that MRA Headquarters files annually with the Internal Revenue Service. As a result, once removed from the group exemption, the Chapter will be required to file for non-profit status on their own or conduct business as a for profit organization and be taxed accordingly.

National will ensure the Chapters are notified of this policy with yearly reminders. Should a Chapter be in jeopardy of being removed from the group exemption, National will notify the Chapter and allow the Chapter 30 days from the time of notification to rectify the situation.

Marketing Research Association, Inc.
ASSOCIATION POLICY

Action: 11/00
Revised: 3/01

D. 5. Member Privacy

A. Association Marketing

It is our policy not to sell or otherwise disclose information about our members to third party organizations for marketing of their products or services. Membership lists may be shared with other industry associations for purposes that are deemed beneficial to our members.

B. Choice

MRA members may, at any time, opt-out of email or fax.

C. Consent

MRA members may request to “opt out” of an Association survey or any other information-gathering request.

Rationale

MRA wants to preserve members’ privacy as much as possible and still provide members with information that enhances our MRA and Industry professional community.

General Procedure

- A. MRA Membership Renewal and New Member Application forms will include a section that allows members to indicate their privacy preferences.
- B. Provide a section of the MRA Website that allows members to indicate their privacy preferences.

Marketing Research Association, Inc.
ASSOCIATION POLICY

Action: 8/06

D. 6. Cobra Membership

Purpose: To provide membership coverage to those multiple-membership members of MRA who have been separated from their company. The “Cobra” Membership is a single member membership that will enable the member to enjoy membership benefits during all or part of the critical time of finding employment.

Policy:

1. The Cobra Membership is valid for 3 months and is renewable only once for a maximum of six continuous months. A multiple membership member can request a Cobra Membership a lifetime maximum of twice.
2. The request for Cobra must be made within 30 days of separation from his/her company.
3. The Cobra Membership cost is pro-rated by the cost of a single-member membership of that given year.
4. Cobra membership must be pre-paid. It is non-transferable and non-refundable.
5. The member can choose a local Chapter membership at no cost for the same duration and rules as the Cobra membership with National.
6. Cobra membership is subject to all rules and regulations of membership.
7. If MRA does not have the member’s signature for the Code of Research Standards on file, it is required for the Cobra Membership.
8. Exceptions to this policy will be reviewed by the MRA Executive Director on an individual basis.

E. CHAPTERS

Marketing Research Association, Inc.
ASSOCIATION POLICY

Action: 8/04

E. 1. Chapter Events in Conjunction with National Conferences

MRA Chapters that represent the host cities for Annual and Fall Conferences are given the option of conducting one Chapter Event with the assistance of National. This event, if held, will be on the assigned night of the Conference after all MRA National Conference events have concluded for the day. The purpose of this event is to provide a quality networking opportunity for attendees and to showcase the Chapter and the host city.

Rationale

To clarify Chapter option and promotional assistance.
To ensure fair financial policies for all Chapters.
To ensure the mutually beneficial non-compete arrangement between Chapters and National is maintained.

Procedure

A. CHAPTER OPTION FOR CHAPTER EVENT

MRA Chapters representing host cities that are venues for Annual and Fall Conferences have the option of holding one Chapter event. Chapters are not required to hold an event. Once a venue city has been determined, the representative Chapter President will be notified of the Conference dates and the date by which they must inform Headquarters of their intention of holding a Chapter event.

Guidelines for Chapter Events are provided by Headquarters to assist the Chapter in deciding whether to hold an event and/or to assist in planning an event. *To help ensure a successful event, all Chapter events must be approved by Headquarters.*

B. CHAPTER GIFT

Providing a Chapter gift to attendees is optional and at the cost and discretion of the Chapter. *All Chapter gifts must be approved by National to ensure appropriateness and to confirm method of presentation.*

Chapters should take care to ensure that the optional gift selected does not place a burden on their treasury. As noted below, separate funds cannot be solicited to support this effort.

C. MARKETING AND PROCESSING SUPPORT

MRA will provide promotional and processing support for one Chapter Event per Conference. Support will include promotion in the Conference Registration materials, brochure and collateral marketing efforts. These efforts are in addition to the two free email promotional opportunities provided each Chapter annually. MRA will provide registration support in its Conference Registration materials (paper and online) and will collect all funds on behalf of the Chapter. MRA will charge the Chapter a reasonable and pre-agreed processing fee at prevailing rates per registration. Within 4 weeks of the conclusion of the Conference, all Chapter Event records will be reconciled and the collected fees, less the processing fee and repayment of any monetary advance to the Chapter, will be forwarded to the Chapter President or Treasurer as requested.

D. MONETARY ADVANCE

Should Chapter finances require, MRA will provide a cash advance to cover deposit expenses necessary to secure the Chapter event. Such funds will be payable directly to the event venue or company. MRA requires at least 10 working days' notice in order to prepare the required funds. Requests are to be made through the Chapter contact at Headquarters.

All funds will be repaid to MRA by the Chapter via event revenues collected by MRA for the Chapter Event. Should the revenues from the Chapter event fall short of the debt owed, the Chapter must repay the balance from its treasury or through other means arranged with the Executive Director.

E. SOLICITATION OF FUNDS

Chapter events are for the purpose of providing a networking venue for Conference attendees, not as a fundraising platform for Chapters. Some Chapters probably will not have the advantage of holding Chapter events because they are in locations not favorable for Conferences. Other Chapters will have a disproportionate advantage in that they are located in areas that are favorable to Conferences. Fundraising activity would serve to benefit only some of our twelve Chapters; others would not have this opportunity or have it as often.

For Chapter Events attached to National Conferences, Chapters may not engage in any type of Fundraising or Sponsorship efforts for their Chapters or to finance any portion of the event. Events attached to National Conferences are to continue to be financed only through ticket prices or subsidized by the Chapter if they so choose.

F. NON-COMPETE

When Chapter events are attached to National Conferences they must not compete with National activities. This includes but is not limited to scheduling events during any official MRA activity or function, soliciting funds for Sponsorship of the Chapter or Chapter Event or Fundraising for the Chapter or Chapter Event.

G. Should a host Chapter wish to hold any additional event in conjunction with a National Conference, they may do so after the official conclusion of the Conference. However, this function must fall within the non-compete guidelines above. For any additional events, the Chapter is solely responsible for all planning, marketing, ticketing, collection of funds, monetary advances to the venue, logistics with the hotel and logistics for transportation, etc.

Marketing Research Association, Inc.
ASSOCIATION POLICY

Action: 8/04

E. 2. Joint Chapter Activities

MRA Chapters are encouraged to hold activities that will enhance the educational background of, and provide networking opportunities to, their members. From time to time two or more Chapters may decide to hold a joint activity to increase attendance and share expenses and revenues.

Rationale

1. To ensure that Chapter activity dates do not conflict with other Chapter or National activities and to ensure that Chapter activities are not in conflict with National policies or procedures.
2. To ensure that there is no violation of non-compete.
3. To reinforce the importance of local Chapter activities that serve a local audience.
4. To control email traffic for advertising support.

Definitions:

A Joint Chapter activity is an activity that is held under the auspices of two or three Chapters.

A Conference is an educational event that contains more than 4 hours of programming.

Procedure

A. AMOUNT OF JOINT CHAPTER ACTIVITIES PER CHAPTER

No Chapter may participate in more than one Joint Chapter activity per calendar year. Throughout the year, other programming and activities should be directed to the needs of local Chapter members.

B. DATES OF CHAPTER ACTIVITIES

Other than regularly scheduled Chapter meetings, the dates for Chapter activities, regardless of duration, must be cleared with Headquarters to ensure no conflict with previously scheduled activities for other Chapters or for National. This includes but is not limited to other Chapter activities, Conferences, in-person seminars, phone seminars, etc. National will advise the inquiring Chapter of any schedule conflicts and will counsel the Chapter on suitable alternative dates.

C. NON-COMPETE

The number of Chapters involved in a Joint Chapter activity will not exceed three Chapters for any given activity without approval from MRA Headquarters. Chapter activities may not compete or conflict with National efforts; joint Chapter activities involving more than three Chapters may present a situation that would compete with National's Conferences.

D. EMAIL ADVERTISING SUPPORT

As per the Communication Policy Handbook (Page 10; XIV.5), twice per year a Chapter may request a National broadcast email be sent to promote an activity. The distribution date must not conflict with previously scheduled broadcast emails, therefore all Chapters are encouraged to submit their request for scheduling as early in the year as possible.

Marketing Research Association, Inc.
ASSOCIATION POLICY

Action: 8/04

E. 3. Chapter Newsletters, Publications and Communications

To better support and stay in touch with our Chapters, MRA Volunteer and Staff leadership need to be well informed of Chapter issues and activities.

Rationale

To support and stay in touch with our Chapters, their leaders and their activities.

Procedure

Chapters are to include the MRA Director of Marketing and Membership on their mailing and email lists. The Director of Marketing and Membership will post the material in the Boardroom on the MRA Website.

Marketing Research Association, Inc.
ASSOCIATION POLICY

Action: 5/86
Revised: 8/97

E. 4. Guidelines for Cost Seminars

Important:

If an MRA Chapter is planning to do a Cost Seminar, the materials and workshop brochures must be reviewed by MRA legal counsel prior to sending them out. Please use the following guidelines in developing the presentations and materials and contact MRA Headquarters should you have any questions about the guidelines.

Whenever an association or chapter sponsors seminars on the subject of cost or price, those responsible for the program must be sensitive to the potential antitrust consequences involved. Cost or price issues are topics of great interest to members, but they also attract the scrutiny of federal and state antitrust regulators in certain circumstances. With care and attention, there should not be an antitrust problem. These guidelines are intended to provide guidance to the safe conduct of such seminars.

- Antitrust Sensitivity - Be aware that cost and price issues presented at an association or chapter meeting which brings together competitors and potential competitors are sensitive. There can be no agreements on what price to charge or how to establish a price.
- Promotion - Be careful in your promotion of the seminar, emphasizing development of costing techniques rather than pricing techniques.
- Seminar Material - Carefully scrutinize materials to be distributed. Emphasize cost determinations rather than price determinations. Review all slides or visuals.
- Examples - Be careful regarding the data used for examples, illustrations, formulas and similar information. If actual numbers are used for purposes of illustration, they should be historical data and not current data. Hypothetical data should be sufficiently removed from current price or cost data to avoid any implication of exchanges of current price information.

- "How To" - Be alert to the need for more than one approach to determining costs or prices for services, especially in the use of formulas. Make sure the audience understands there is more than one correct formula to use and more than one way to go about establishing costs and prices.
- Cost vs. Price - Be sure to explain the difference between costs and prices so the audience understands that cost determinations are factors in determining prices.
- Discussion - Be certain to have a Chairman guide and control the question and answer sessions.
- Records - Keep a record of those who attended, and copies of materials, in chapter files for a year.
- National Headquarters Office - Be sure to send a copy of the seminar announcement and any seminar materials to MRA Headquarters. In this way MRA Headquarters will have a record of the event, and your ideas may be helpful to another chapter.

Rationale

Protect the Association from antitrust suits.

General Procedure

1. Any MRA sponsored costing seminar must be approved by the Executive Director and President according to the policy established.
2. Guidelines will be made available through the Chapter Council and Chapter President's Manual.

Marketing Research Association
ASSOCIATION POLICY

Action: 10/04
Revised: 2/06

E. 5. Chapter Leadership Stipend Policy

The Marketing Research Association will provide a yearly stipend to each Chapter based on the established fiscal year of January to December of any given year. This stipend is intended to offset some of the costs associated with Chapter volunteer training activities. This stipend is intended to benefit both the Chapters and National Association with increased participation and cooperation from the volunteer ranks. With this intent, the following policies have been established.

1. The Chapter President, or designated Chapter Leader, is encouraged to participate in any planned Chapter leadership training activities. Any stipend offered is directly linked to MRA-planned training activities *only*.
2. It is required that the Chapter attendee be present at all of the planned training activities where a stipend has been provided. Attending only portions of the scheduled activities for which a stipend is offered will not result in reimbursement without approval by the Executive Director and President of Marketing Research Association.
3. Whenever possible, the stipend will be used for the Chapter President or an Executive Committee position to attend scheduled training activities.
4. Hotel stipends in the form of room nights can only be used at the Conference hotel selected by MRA on designated event dates.

The stipend amount or any balance thereof is not transferable year to year.

Marketing Research Association
ASSOCIATION POLICY

Action: 5/97
Revised: 8/98

E. 6. Financial Reporting by MRA Chapters

It is the responsibility of all Chapters to provide MRA Headquarters with a copy of their Year End Financial Statement each year immediately upon completion of their fiscal year.

Rationale

To act as a double check to ensure MRA Chapter's compliance with federal regulations and guard against financial liability.

General Procedure

Each year the Chapter Treasurer will forward to the MRA National Administrative Officer, a copy of the Chapter's fiscal year end financial statement within 60 days following the close of their fiscal year.

Failure to do so will result in the Chapter being removed from the group exemption list that MRA Headquarters files annually with the Internal Revenue Service. As a result, once removed from the group exemption, the Chapter will be required to file for non-profit status on their own or conduct business as a for profit organization and be taxed accordingly.

National will ensure the Chapters are notified of this policy with yearly reminders. Should a Chapter be in jeopardy for being removed from the group exemption, National will notify the Chapter and allow the Chapter 30 days from the time of notification to rectify the situation.

F. CONFERENCES AND MEETINGS

F. 1. Antitrust Statement

Legal Counsel for the Marketing Research Association reminds all Association members that certain topics are not proper subjects for discussion and consideration at any Association meeting of members, officers, directors, or committees, whether formal or informal.

While it is entirely appropriate to meet as an Association to discuss common problems and areas of interest, it must be kept in mind that the members are competitors and any action taken to eliminate, restrict, or govern competition among members is a violation of the antitrust laws. If there is any discussion at our Association meetings relating to significant factors of competition among our members, an inference may be raised that such a discussion among competitors is for the purpose of agreeing upon a common course of business conduct.

Rationale

To ensure Association compliance with federal regulations and guard against liabilities.

Members should remember that the Association's only proper interests under the antitrust laws are:

- To prevent any situation from which collusion, anti-competitive activity, or concerted action can fairly be inferred.
- To keep members fully informed and oriented regarding our Association's compliance with the antitrust laws.
- To promote individual determinations regarding company policies. Any policies which members have adopted as their company policies must never be referred to as an "association" policy, even though it may be recognized as common practice in the industry.
- To avoid referring to nonmembers of the Association as "the competition". Members competition is any firm, whether inside our Association or not, competing for the same business.
- To avoid member complaints about companies going direct, price cutting or other trade policies which should not be aired or permitted at any meeting of our Association.
- To avoid discussion of members' and nonmembers' selling practices which should not be discussed at trade or professional association meetings where competitors are in attendance.

- To discourage gossip and careless talk concerning matters that have to do with competitors.
- To be of assistance to our members and our industry, including providing useful business information, statistics, opportunities for members to network and lawfully exchange information, and to promote their businesses and industry.

General Procedures

All MRA members must adhere to the following procedures.

- "Price" is a forbidden subject at any Marketing Research Association meeting. This includes terms and discounts, because these are substantial elements of price structure. To avoid any problems, members of our Association should not participate in any meeting for the purpose of discussing methods of fixing, establishing, maintaining, or discounting prices, or terms or conditions of sale, for services or products. Should such discussions start, members should do their best to stop them; if they continue, they should get up and walk out.
- Among the subjects which should never be discussed at Association meetings are Cost Per Interview (CPI), conditions, terms and prices of service, allocating or sharing of customers, and refusing to deal with a particular provider or customer. Agreements among competitors relating to any of these subjects are per se violations of the antitrust laws, and can lead to severe and civil penalties.
- Territorial limitations are not to be discussed at any Marketing Research Association meeting. No arrangements where one company agrees to confine its sales to its own city or county, if a neighboring company agrees to follow similar limitation, must be discussed or considered. What the research company or data collection company does individually is its own business. A trade or professional association has no interest in that subject, and members should not, therefore, enter into such discussion.
- No association's rules or regulations should exist which in any way affect the freedom of any member to adopt any company policy so desired and to choose those with whom it wants or doesn't want to deal. Members should avoid such "policy" discussion at Marketing Research Association meetings.
- Members must compete in every sense of the word under the American system of competitive enterprise. Members should not wait for a Marketing Research Association meeting to see what others are going to do. That could involve concerted action which is forbidden by the antitrust laws when such action restrains trade. Members should strive to give the best service possible at a price as determined by their own business judgment. Members should recognize that one

reason for association membership is to use it as a medium through which they can become a tougher competitor by becoming more efficient.

- Members should not encourage others not to do business with certain providers nor enter into any agreement to boycott any provider or customer, nor should they ever discuss such an activity at any Marketing Research Association meeting.
- The Association Antitrust Statement is included in our conference program booklets.

Marketing Research Association, Inc.
ASSOCIATION POLICY

Action: 6/00
Revised: 8/04

F. 2. Conference Site Selection

A. The Association shall contract for conference sites three years in advance whenever feasible. The Staff Events Coordinator under the guidance of the Business Services Work Group will determine the Conference city and quality/amenities of hotel. The final choice will be communicated to the Business Services Workgroup to assure them that the Conference city and quality/amenities specifications have been met. The Staff Events Coordinator will make final selection of the hotel property.

B. Prior to contract signing, a site visit will be made by the Staff Events Coordinator when feasible. In some cases, a local Volunteer who is knowledgeable about MRA Conferences and their unique needs will be asked to conduct the site visit.

C. All contracts are to be reviewed and signed by the Executive Director.

D. When feasible, sites shall be re-visited 12-15 months prior to the contracted dates to ensure that the hotel can still meet its contracted obligations. The Staff Events Coordinator will conduct this visit whenever feasible. In some cases, a local Volunteer who is knowledgeable about MRA Conferences and their unique needs will be asked to conduct this site visit.

Rationale

Properties must be selected in advance to ensure the best venue to meet the Association's educational, networking and financial goals.

Since the condition of a hotel can change dramatically in three years, it is necessary to ensure that the property still meets its contracted obligation. If a significant problem exists, this timing allows MRA flexibility to develop alternative solutions.

General Procedure

Staff will follow a site specifications guideline and worksheet when considering properties. RFP's will be sent to prospective hotels. Pros and cons of each property will be reviewed and evaluated by the appropriate Staff, final selection determined and the contract negotiated and signed.

Marketing Research Association, Inc.
ASSOCIATION POLICY

Action: 8/92
Revised: 6/00

F. 3. No Smoking Policy

It is the policy of the Association that all national conference rooms, meeting rooms, and meal functions (including social events) will be smoke-free. Within reason, accommodations will be made for smoking within the bounds of the laws of the state in which the conference or meeting is being held.

Rationale

Respond to member requests and health concerns, while not alienating those who do smoke.

General Procedure

The appropriate Staff in charge of national conferences shall ensure this policy is considered when planning events.

Those who violate the designated non-smoking areas shall be dealt with by the appropriate volunteer on a case-by-case basis.

Marketing Research Association, Inc.
ASSOCIATION POLICY

Action: 8/04

F. 4. Private Events During National Conferences

Hosted parties, meetings and/or other events and functions are not permitted during any official National Marketing Research Association activity or function during the Conference.

Rationale:

National activities, programs, sessions, functions and the like take precedence during the Conference period.

Procedure:

The hotel is informed that any requests for space or meeting rooms by upcoming Conference attendees must be approved by Headquarters. Should there be a conflict, Headquarters will contact the applying company to discuss and attempt to work out a mutually agreeable solution.

Marketing Research Association, Inc.
ASSOCIATION POLICY

Action: 01/95
Revised: 10/99
Revised: 8/04

F. 5. Pre-registered Conference Attendees List

Ten business days before each national MRA Conference, a list (including names and company identification) of pre-registered conference attendees will be available upon request to MRA Chapter leadership, pre-registered Conference attendees, and paid sponsors, advertisers and exhibitors. "Pre-registered" means registered by the posted cut-off date for the Conference in question.

The list will contain information on those attendees who registered prior to the cut-off date. Those who are late/onsite registrants will not be on the Pre-registered list.

Rationale

Pre-registered attendees, paid sponsors, advertisers, and exhibitors and MRA Chapter leadership may have a need to know Conference attendees in advance of the Conference.

Procedure

1. Ten business days prior to each conference MRA Headquarters will have available a list of names and addresses of pre-registered Conference attendees for use by any pre-registered attendee, paid sponsor, advertiser or exhibitor or MRA Chapter leadership.
2. Email is the standard means of list distribution.
3. Upon request, Headquarters will mail the list via regular first class mail. If requested, National can express courier the list at an additional expense to the registered attendee, sponsor, advertiser or exhibitor.

Marketing Research Association, Inc.
ASSOCIATION POLICY

Action: 8/04

F. 6. Conference Speakers and Presenters

MRA presents two National Conferences each year and recruits speakers and presenters from both inside and outside our membership. All speakers and presenters are considered as representatives of MRA and must meet certain standards and abide by certain policies and procedures.

Rationale

To ensure that speakers uphold the highest level of professionalism.

Procedure

A. REVIEW OF SPEAKERS AND PRESENTERS

The Conference Program Committee selects speakers and presenters. Before inviting speakers or presenters to be a part of any Conference, their names and company affiliation must be presented to MRA Headquarters for review. All names will be vetted by Professional Standards for recent or past violations or outstanding complaints. Additionally, any speaker or presenter may be disallowed at the discretion of the Executive Director in concert with the President. In order to protect all potential speakers'/presenters' privacy, specific information supporting the decision will be kept confidential.

B. SPEAKER AGREEMENT

All Speakers and presenters must sign the MRA Speaker Agreement. Failure to do so may result in that speaker being removed from the program.

G. PUBLICATIONS

Marketing Research Association, Inc.
ASSOCIATION POLICY

Action: 8/01
Revised: 8/04

G. 1. Publications

All MRA publications that support one or more conditions of membership will be distributed free to MRA members in good standing as a member benefit as part of their member materials. As a member benefit, such publications will be made available free to MRA members in the “Members Only” section of the MRA Website. Subsequent printed copies of publications will be available for purchase from MRA at designated member and nonmember prices.

Rationale

1. Since MRA members must sign and adhere to the Code of Marketing Research Standards, it is counterproductive to require the purchase of publications that outline issues that are subject to the Code. Publications that support Code issues (e.g., Code, Best Practices, Guidelines) should be made available free to MRA members to help them maintain ethical business practices.
2. Where publications are produced collaboratively with another non-profit organization (e.g., Cost Estimating Guidelines with CASRO, Qualitative Guidelines with QRCA), the development agreement between the two organizations will outline distribution procedures.
3. These same publications will be made available to MRA nonmembers at a cost to be determined based on production expenses.

Procedures

1. Definitions for all publication categories will be developed along with criteria for the distribution of each, including cost and method(s) of distribution (print and/or electronic). As new publication categories are developed, similar criteria will be established.
2. Upon development, each new publication will be examined to determine if it supports a condition of membership. Which category it falls into will determine its mode of distribution.
3. Existing publications will be reexamined in the same manner as new publications.
4. Publications supporting conditions of membership will clearly state so in the front of the publication.
5. A member/nonmember fee structure will be developed to emphasize the benefits of MRA membership.

Marketing Research Association, Inc.
ASSOCIATION POLICY

Action: 8/01
Revised: 8/04

G. 2. Magazine

Advertising vs. Editorial Content

The magazine is our key communications vehicle and a primary member benefit. In order to meet the Strategic and Business Plan goals, we need to provide information and training within this vehicle. Therefore we must limit the ads accepted for each issue. We will attempt to maintain a 55% editorial ratio in the national magazine. For example, in a 40-page issue, at least 22 pages would be comprised of editorial material and 18 pages would be comprised of display advertising (including house ads).

General Procedure

The Publications Manager will monitor advertising contracts and the editorial calendar to ensure the appropriate ratio is maintained.

A. Display Advertising

Display advertising will be subject to current production requirements (size, color, etc.).

- a. All submissions will be paid in advance. Display ads may be purchased by nonmembers as well as by members, but at a higher rate.

Rationale

Provide consistency in advertising.

General Procedure

All advertising for the national magazine is to be submitted to the Publications Manager.

B. Classified Advertising

The following items are considered CLASSIFIED ADVERTISEMENTS and must be paid for by the advertiser:

- a. Promotion of Services
- b. New Facilities
- c. Expanded Facilities
- d. Help Wanted
- e. For Sale
- f. Business Opportunity

Classified advertisements may be purchased by nonmembers as well as by members, but at a higher rate.

Rationale

Provide consistency in advertising.

General Procedure

All advertising for the national magazine is to be submitted to the Publications Manager. All submissions deemed to be advertising shall be paid for in advance.

C. Member News

News about members as well as press releases from member or nonmember companies regarding any breaking news in the industry will be included in this section. The following items are considered MEMBER NEWS in the national magazine and are published free of charge for MRA members in good standing. This column will not be used to directly promote or sell a company or individual services.

- a. Member promotions
- b. New people joining companies
- c. Community and industry recognition
- d. Breaking industry news
- e. Deaths
- f. Corrections
- g. Births
- h. Congratulations on completing MRA's Video Training Program
- i. Congratulations on completing Principles of Marketing Research program
- j. Thank you's for MRA-related activities
- k. Welcome new members (restricted to national members only)

The Member News column is for dues-paying members in good standing (or employees of their company) only.

Rationale

Provide consistency in the publishing of member news.

General Procedure

All notifications for the national magazine are to be submitted to the Publications Manager. All "member news" submitted will be published without charge to members in good standing.

D. Disclaimer

The following disclaimer must appear in any MRA vehicle that accepts ads:

“MRA provides advertisements for the benefit of its members and the public. MRA does not undertake to research, review or otherwise verify any of the information in the advertisement. Representations appearing in the advertisement are those of the advertiser and not those of MRA. MRA makes no representations as to the qualifications, experience or expertise of any individual or organization appearing in an advertisement. Any questions or requests for additional information concerning any of the listings should be addressed directly to the advertiser. MRA expressly disclaims any warranties or guarantees, expressed or implied, and shall not be liable for damages of any kind in connection with the material and information contained in advertisements.”

Marketing Research Association, Inc.
ASSOCIATION POLICY

Action: 10/94
Revised: 6/00

G. 3. Members' Written Contributions to MRA Publications

The Marketing Research Association may solicit members to write for MRA publications. The appropriate parties should approve the members' materials and their contributions recognized.

Rationale

To ensure that authors with the appropriate knowledge or experience are chosen to contribute materials to MRA publications and that they are recognized for their contributions.

General Procedure

1. Determine if the author.....
 - a. Is a good writer and/or presenter
 - b. Can convey his/her area of knowledge well
 - c. Has a good understanding of the marketing research industry
 - d. Is known by many people for doing a quality job in his/her area (is credible)
2. The contributor will be approved by the Staff Publications Manager.
3. Promotion of the member and his or her respective company will serve as the benefit of contribution. The size and type of promotion will depend upon the publication for which a member is writing. The member/volunteer author will not receive financial compensation for writing for an MRA publication.