

# PATA Chapter Handbook

Effective date  
April 12, 2012

Superseding policy date  
April 15, 1989

Written by Bert van Walbeek  
Edited by Chuck Gee

Page number  
1



# PATA Chapter Handbook

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**Pacific Asia Travel Association**

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Engaging since 1951

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## The Pacific Asia Travel Association: Overview

### DEFINITIONS

- PATA** - refers to the Pacific Asia Travel Association headquartered in Bangkok, Thailand. Members of PATA are divided into Member Categories (Government/Destination; Carrier; Industry and Hospitality) with varying fee structures by and within each category; hereinafter referred to as **Members of PATA**
- PATA Members** - refers to collectively Chapter Members and Members of PATA. Members receive all the rights and privileges accorded by a regional association composed of tourism peers. The rights and privileges of holding PATA membership include access to exclusive PATA events and meetings, access to strategic market research studies on a free or reduced-rate basis, and importantly for many, opportunity to network with government, non-government organizations, travel industry leaders and others in allied professions.
- PATA Chapter** - refers to an independent group of members of PATA and local travel & tourism related businesses or individuals who form a Chapter under the following bylaw guideline.
- Chapter Members** - refers to all Members of the Chapter.
- PATA Student Chapter** - PATA Student Chapter refers to a group of students who are interested in travel & tourism and studying at a University which is a PATA member. Unless otherwise approved by PATA, the Student Chapter shall limit its membership to students studying in the University of the Student Chapter.

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## PATA CHAPTER BYLAWS

PATA Chapters are established throughout the world under article IX of the Association's Bylaws 'to assist in the fulfillment of the objectives of the Association. Membership in PATA and membership in a local PATA Chapter operates at two different levels. Membership in PATA does not imply membership in a Chapter, nor does Chapter membership imply *de facto* PATA membership. The two are separate and distinct privileges requiring separate application and membership dues. All are welcomed and encouraged to join both PATA and any of its affiliated Chapters.

Participation in chapter affairs occurs at the local and personal levels, Chapter activities are generally designed to benefit chapter members through locally organized travel and tourism educational programs, community projects, and discussions that deal with local, state or provincial government tourism policies or changes within the tourism business environment that may help or hinder local economies.

PATA, members, on the other hand, are expected to deal with internal governance issues of the association and to address strategic travel and tourism issues at industry-wide/regional levels that can impact the common welfare of the entire PATA constituency. Members have opportunity to play important leadership roles through board or committee service to help resolve tourism problems affected by government policies, transportation, human resource development and education, sustainability practices, among others.

## Reporting Relationships and Executive Resources

The Committee will communicate with the Director - PATA Chapter and thus can provide input to management for PATA's annual plan and work programmes.

## PATA Chapter Membership benefits

PATA assists Chapters in the attainment of the following objectives through:

- a) Chapter Awards: Awards are presented in recognition of Chapter Programmes, which signify initiative, self-reliance and commitment to the ideals of PATA
- b) Chapter Handbook: This Handbook provides guidelines for Chapter leaders in the day-to-day administration of PATA Chapters

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- c) **Promotional Presentations:** These spotlight PATA destinations and PATA member products such as tour programmes, air/cruise line services, hotels and tourist attractions, to assist tour operators and travel agents in updating their knowledge of the latest developments in PATA destinations
- d) **Educational Programmes:** These are conducted by Chapters world-wide to keep members up-to-date with current marketing, management and information techniques. Varying from half-day seminars to two-day workshops, such educational programs may deal with subjects ranging from destination and product updates to environmental or community initiatives.
- e) **Study Tours/Workshops:** Study Tours/Workshops to PATA destinations are conducted by PATA Chapters to provide travel agents with first-hand experience of services and products and new tourism developments
- f) **Trade Shows:** Trade shows featuring PATA destinations are often organized by PATA Chapters themselves. Chapters may also participate in other nationally or regionally sponsored trade shows
- g) **Inbound/Outbound Programmes:** Chapters exchange travel trade missions and liaise on inter-Chapter projects designed to promote wider interests in intra-Pacific inbound/outbound travel
- h) **Student Scholarships:** Many Chapters raise funds to provide scholarships for qualified students enrolled in local colleges and universities offering studies in travel industry and hospitality management programs. These scholarships may apply to PATA-sponsored programs, student-industry internships, and exchange programs for students and occasionally, tourism faculty, sponsored by cooperating chapters.
- i) **Tourism Awareness/Heritage Programs:** These are conducted by Chapters to create public awareness within local communities of the importance of tourism in national development and the importance of preserving the symbolic relationship between national heritage and tourism
- j) **Advocacy Projects:** Emergencies occur with alarming regularity with varying impact on community welfare and ultimately, on tourism traffic. A Chapter may launch an advocacy support project to assist its community's economic (or environmental) recovery after a disaster. A Chapter may also participate in a community's Crisis Management Plan or Crisis Communications Plan to ameliorate adverse conditions and to encourage tourism recovery.

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## PATA Chapters:

### 1. Name, area and logo

The name of each Chapter is the PATA (the area which it serves) CHAPTER, hereinafter called "Chapter". Except upon approval of PATA headquarters, the Chapter shall limit its Membership and activities to the geographical area of the Chapter based country or specified area.

The Chapter logo may be used by [all Chapter Members in good standing](#). Chapter Officers (see below) are responsible to ensure correct logo use by Chapter Members. All use of any PATA logo, name and trademarks (including within the Chapter name and logo) is subject to PATA's current rules, policies and directions, subject to update changes from time to time.

### Rules for PATA Logo

The PATA logo is registered for use only by members of PATA in good standing.

The PATA Chapter logo is registered for use by all Chapter members in good standing.

The purpose of the PATA logo is to project a professional and consistent image of the Association around the world.

PATA is the legal owner of the registered trade mark/ logo, and has the right to govern its proper usage. The purpose of these policies is to ensure proper usage of the PATA logo and to preserve its integrity.

### Registered Trademark.

To protect the PATA logo and acronym from infringement, it has been registered as a trademark and thus is protected by federal law from improper use or representation and unauthorized alteration.

As a registered trademark, the symbol of federal registration "®" must never be deleted from the logo except for certain uses as approved by PATA Headquarters.

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## Colours.

**The official colors of the PATA logo are: Pantone 2995C or RGB: R29 G153 B196**

Any deviation requires pre-approval. Any representation of the PATA logo in any other color for any use must be approved by PATA Headquarters.

## Chapter Use.

The PATA Chapter logo must be displayed on all PATA Chapter letterhead and envelopes, newsletters, and other publications, including announcements.

The PATA Headquarter has at times authorized specific customized Chapter logos. However, a Chapter should always seek advance permission before customizing its logo.

## Individual Member Use.

An individual member may use the PATA Chapter logo on letterhead or business cards, and may state on printed media including letterhead and business cards, that he/she is a member of PATA.

## Use by Companies or Groups.

The PATA Chapter logo will not be used by any company, organisation or group for any purpose without prior approval from PATA Headquarters.

## Alteration of the Logo

The PATA Chapter logo should not be connected or combined with other art or altered in any way. Since any alteration to the PATA Chapter logo may be considered as a substantive change, it must be authorized by PATA Headquarters.

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## Quality of Reproduction

The PATA Chapter logo should always be reproduced from the electronic logo sheets provided by PATA. These are reproduction quality representations of the logo.

Second generation reproduction of the logo should be avoided. Materials that are of poor quality or in poor taste can damage the image of PATA and counteracts the intended purposes of the logo.

## Questions about Logo Usage

Questions regarding the proper use of the PATA logo should be directed to PATA Headquarters.

## Stationery

The stationery used by each Chapter must bear the PATA logo, **and the Chapter name**, address, telephone, fax and e-mail address of the Chapter office.

The listing of officers and directors on stationery and other materials is permitted as deemed appropriate by the Chapter. Given the annual election of new people, it may not be cost-effective for a Chapter to list current officers and directors on its stationery.

All trademarks, copyrights, use of PATA name or logo, as well as the chapter's name, are licensed by PATA through its Headquarters. Such license shall be revoked upon termination of the chapter's charter and its dissolution. Upon dissolution, the Chapter must immediately cease and desist from further use of those items or stake future claim to them.

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## PATA Chapters:

### 2. Objectives

- a. To actively support and contribute to PATA's mission and goals.
- b. To promote and develop PATA Membership both at Chapter and PATA level
- c. To actively encourage participation among PATA Members, and potential new PATA Members in all PATA's activities and events.
- d. To foster closer working relationships, cooperation, business and networking opportunities among PATA Members and the community at large.
- e. To encourage and strengthen travel industry professionalism, applied research and skills through education and training.
- f. To act as the local voice of PATA to help position, promote and protect Asia Pacific travel and tourism via sustainable economic, cultural and environmental methods.
- g. To implement and assist in the execution of specific PATA Task Forces, projects and research.
- h. To organise activities, events and opportunities that support the promotion of PATA destinations and tourism products of PATA Members.
- i. To assist PATA in Public Relations activities in the Chapter area and general promotion/marketing of PATA events and activities.
- j. To promote travel and tourism to students and young professionals and to encourage them to become PATA Members.
- k. To embrace and implement through its Chapter Membership PATA's Charter of Sustainability and Corporate Social Responsibility (attached).

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## Chapter Activities

Each year hundreds of engaging and outstanding Chapter events are produced to encompass a wide variety of program including promotional presentations, travel industry education seminars, trade shows, exhibitions and special projects. Through these and other activities, PATA Chapters serve not only as forums and catalysts for the development and promotion of PATA member destinations and travel products, but also provide local relevancy to support PATA objectives within their home communities.

## Education Goals

One of objectives is to provide learning opportunities for individuals involved in the design and supply of performance improvement programs to increase their knowledge and professionalism.

Learning goals for Chapters might include the following:

1. Identifying qualified Chapter members to present to the other members
2. Developing programs for local professionals and special interest groups
3. Surveying Chapter members and educational program attendees to determine their interests for future programs
4. Contacting other PATA Chapters to share speaker ideas and possibilities
5. Utilizing professional speakers whenever possible

## Educational Program Policies

The following policies relate to Chapter programmes learning educational programs

1. All learning programs sponsored by the Chapter preferably should be held at facilities having a PATA organisation member on staff
2. PATA members should be given preference as presenters at Chapter programs
3. All documents and materials issued by PATA Headquarters for programs are to be copyrighted and so noted on the face of the documents and materials

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## Guidelines for Chapter Presentations

PATA Headquarters maintains a speaker list. Contact PATA Headquarters for more information or for specific inquiries.

## Audience

The Chapter should charge different registration fees for members and non-members to attend the seminar, with PATA members being charged a lower attendance fee. The Chapter should follow-up with non-member attendees by forwarding them membership information.

## Checklist of Items for Chapter Events and Programs

1. Once your program is definite as to date and place, notify PATA Headquarters so the information may be included on the PATA [www.pata.org](http://www.pata.org) website and/or other publications
2. The Chapter's Public Relations Committee should send press releases or contact local trade publications for coverage
3. Prepare invitations and arrange for mailings to members and non-members at least 4 weeks in advance
4. Notify PATA Headquarters at least four weeks in advance if you need membership support materials
5. Arrange for a photographer or local member with a camera to attend the function and forward pictures to the local press and to PATA Headquarters
6. Prepare printed name badges in advance
7. Announce upcoming PATA programs and events and have registration forms available
8. Ensure that guest speakers do not use company names for self-promotion; such information should be referenced only for purposes of identification or to provide pertinent responses to questions
9. Speakers should consult with the education committee prior to the function, especially if they are not PATA members; non-members should be provided adequate background about PATA
10. Following a program, the Chapter Education Committee Chairperson should prepare a program report and submit it to the Chapter Treasurer
11. Send testimonials, photos and a recap to PATA Headquarters

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## Guidelines for Pricing Chapter Events and Programs

The following guidelines apply to pricing Chapter events:

1. Programs sponsored by the Chapter should be designed to be financially self-sufficient and make a reasonable profit
2. Set a minimum attendance goal per program for members and non-members
3. Mark-up your food cost, including taxes and gratuities, by a reasonable amount and add an additional mark-up for non-members
4. Always charge a different participation fee for members and non-members
5. Consider selling raffle or lottery tickets, or conduct a silent auction as an extra income source if it is not prohibited by local law and try to have prizes donated by local sponsors
6. Obtain as many sponsors as possible to reduce costs and recognize them from the podium
7. Establish a cancellation policy for no-shows and note the policy on the invitations

## Public Relations/Publicity

To reach widest audience and create the most impact for Chapter activities, Chapters are encouraged to send press releases to local and travel trade media about their activities.

Chapters are also encouraged to develop their own newsletters and to write articles for Compass Magazine.

It is recommended that, as a first step, PATA Chapters appoint a sub-committee as part of the Executive Committee to co-ordinate the Chapter's publicity programme.

To submit items for PATA Newsletters, News@PATA and/or PATA Opinion please e-mail to PATA Headquarter at [chapters@PATA.org](mailto:chapters@PATA.org) as well as at [communication@PATA.org](mailto:communication@PATA.org)

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## Interaction with PATA Headquarter

Chapter Chairmen and Secretaries/Secretariats are responsible for submitting the following information to PATA Headquarter at [chapters@PATA.org](mailto:chapters@PATA.org).

1. All notices of Chapter events held since last Executive Committee meeting and events which will take place three month in advance with date, venue description of event and attendance
2. Minutes of Executive Committee and General Membership meetings
3. Chapter member roster including mailing addresses, with changes updated as they occur
4. Indicate any changes on Executive Committee with contact details

They are also responsible for updating, on a regular basis, their Chapter profile on [www.pata.org/chapters](http://www.pata.org/chapters)

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## PATA Chapters:

### 3. Structure and responsibilities

- a. Each Chapter shall at all times maintain a Membership of at least 10 active PATA Members who shall hold meetings regularly (minimum 4 times per annum).
- b. The Chapter Executive Committee shall consist of at a minimum the Chapter Chairperson, Vice-Chairperson and Secretary/Treasurer (collectively called Chapter Officers). All PATA Members are eligible for election as Chapter Officers however the Chapter must ensure its Chapter Chairperson and at least one other officer position is held by Members of PATA.
- c. A regular flow of information and communication between Chapters and PATA shall be maintained at least quarterly, including at a minimum the Chapter's submission to PATA of: Minutes of all Meetings, Roster of Chapter Officers, current listing of Executive Committee and all Chapter Members, attendance records of Chapter meetings and activities.
- d. The Chapter shall conduct its activities according to the provisions of the Bylaws of the Chapter consistent with the Bylaws of PATA. In addition, any instructions, rules and regulations as may, from time to time, be set forth in writing by PATA Executive Board/CEO shall take precedence where permitted by law.
- e. The Chapter shall maintain an active status and link on PATA website ([www.pata.org](http://www.pata.org)) and ensure all Chapter details and activities are updated regularly. PATA shall grant website access to Chapter to facilitate this, subject to PATA rules and policies in effect from time to time, and Chapter shall nominate a member(s) to perform such tasks.
- f. In the event a Chapter fails to follow PATA's policies, regulations or directions of the PATA Executive Board/CEO or conducts itself in a manner which reflects negatively on PATA, after written notice from PATA requesting correction which fails to occur, PATA by its CEO may suspend the Chapter from affiliation with PATA and from use of PATA's name, logo and marks.
- g. Chapters are encouraged to structure their Membership to cover their entire geographic area as well as the widest possible representation of all sectors of Travel & Tourism industry including both inbound and outbound travel businesses.

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## PATA Chapter Responsibilities

From the onset, Chapters were always meant to be an extension of PATA. PATA membership and Chapter membership have always been considered two different entities: membership in one does not imply membership in the other.

However, the privilege of being an independent local body allied with PATA's non profit purposes, as per Bylaw point 10.b, in an area comes with certain responsibilities which are meant to ensure the maintenance of PATA's brand equity.

These responsibilities include:

1. Each Chapter shall at all times maintain a membership of at least 10 PATA member's organisations or individuals representing 10 different PATA members
2. Only members of PATA shall serve as Chapter Chairperson and at least one more member of PATA shall be a Chapter Officer.
3. A regular flow of information between PATA Chapters and PATA shall be maintained, including submission of: Minutes of all Meetings, Roster of Chapter Officers, Executive Committee and Members

It was always envisaged that as long as Chapters remain in compliance with the above responsibilities, they would serve as a powerful extension and two-way marketing arm of PATA.

## PATA Headquarters Role

PATA Headquarters works closely with Chapter leaders, providing information, guidance and assistance in many areas. Headquarters provides:

1. Guidance and support on Chapter operations
2. Membership reports to assist in local follow-up and membership renewal efforts
3. Membership recruitment e-materials and other PATA publications to encourage membership development
4. Assistance and information for local public relations efforts
5. Chapter Annual Meetings for all Chapter members to exchange information and best practices, network and learn

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## Executive Committee

The governing body of a PATA Chapter is the Executive Committee upon which rests responsibility for the management of Chapter affairs. The Executive Committee shall plan, direct and implement the Chapter programme of activities and co-ordinate Chapter Programmes with PATA policies and projects

The Executive Committee shall comprise of three or more members elected at an Annual General Meeting of the membership, to hold office for a maximum of two years, as determined by the Bylaws of each Chapter

Membership of the Executive Committee should be distributed as equally as possible among Government, Carrier, Corporate, Industry and Associate-Industry categories. However, if there is none or only one Government member in a Chapter area, then one additional member should be elected from among

Carrier members; similar if there is none or only Associate member in the area, then additional members should be elected from among Industry members. All members of the Executive Committee must be members in good standing of the Chapter

The Executive Committee must develop a business plan and adopt a budget system, which will enable its governing body to plan the year's activities based on expected revenue and on the needs of its members for services. Contact PATA Head Office for assistance, if so desired, and or samples from other Chapters. In addition, the Chapter needs to be responsible for proper collection, administration and expenditure of its funds

## Liability

Every Chapter Officer who has undertaken any liability on behalf of the Chapter shall be indemnified and saved harmless out of the funds of the Chapter from and against:

1. Claims, costs and charges suffered or incurred in connection with any action, suit or proceedings brought against the director or Chapter in execution of the duties of office and in accordance with the local laws.
2. All other reasonable costs which the director properly incurs in relation to the Chapter's affairs; except those occasioned by the director's willful neglect or default

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## Remuneration

Directors of a Chapter shall not receive any remuneration for their services, and shall serve without directly or indirectly receiving any monies from their position. However, they may be paid reasonable expenses incurred in the performance of duties. Officers will not, however, be reimbursed for attendance at Executive Committee meetings

## Duties of Chapter Officers

Duties and functions of PATA Chapter Officers and Executive Committee members are:

### Chairman

1. Convene and chair meetings of the Chapter and of the Chapter Executive Committee.
2. Appoint Chairmen of Committees and assign responsibilities to Officers, Committees and Executive Committee members
3. Monitor the actions of Officers and Committees and ensure the successful separation of Chapter activities, programmes and projects
4. Ensure administrative, fiscal and organisational discipline of the Chapter in keeping with the Bylaws. Each Chapter bank account should be reconciled monthly by a person other than the person signing checks or making deposits. If the Chapter Treasurer personally keeps the Chapter's books, arrangements should be made for another Chapter official to reconcile the account and furnish the treasurer with the reconciliation. And, simply, ensure the treasurer follows proper accounting procedures.
5. Disseminate, as appropriate, information received from PATA Headquarters and Regional Offices and arrange for follow-up action, preferably via monthly Chapter e-Newsletters and regular Chapter meetings.
6. Ensure the proper conduct of Chapter elections including appointment of a Nominations committee to select a slate of qualified candidates for election. Ensure candidates nominated for election are qualified under the Chapter Bylaws and those nominated for positions of Chairman and Vice-Chairman represent PATA member organisations /companies
7. Advise PATA Headquarters and Regional Offices with information regarding the Chapter. For example, the Chapter should notify the PATA Headquarters of any changes in its Officers within fifteen days of the date of any change
8. Sponsor PATA membership applications
9. Present a review of the Chapter status at every meeting of the Executive Committee and an annual review to the Annual General Meeting

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## Vice-Chairman

1. Chair meetings in the absence of the Chairman
2. Assist Chairman in the execution of his/her duties and functions
3. Undertake specific responsibilities as may be assigned by the Chairman
4. Generate interest among Chapter members for PATA activities and encourage their attendance, participation and involvement
5. Sponsor PATA membership applications

## Secretary

1. Maintain Chapter records and correspondence in an efficient manner
2. Record (or arrange for the recording of) minutes of Chapter meetings and ensure their distribution as appropriate
3. Ensure the regular despatch of Chapter reports and other documents such as minutes, member rosters, Chapter activities and calendar of events to PATA Regional Offices and PATA Headquarters
4. Maintain, update and publish Chapter Bylaws for reference by all members

## Treasurer

1. Ensure the proper management of Chapter finances, working preferably in co-operation with a Finance Committee of which the Treasurer is the Chairman
2. Collect membership and other dues as levied by the Chapter from time to time
3. Verify with appropriate Committee Chairmen and/or others, the accuracy of invoices received prior to payment thereof
4. Effect settlement of Chapter's financial obligations as appropriate
5. Present to the Chapter Chairman and Executive Committee a financial report at every meeting of the Executive Committee

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## Other Committee Chairman

These may include such areas as: Publicity & Public Relations / Marketing / Development / Research / Education / Workshops Committee Chairmen.

1. Define objectives for Chapter activities and strategies for the achievement of these objectives in consultation with Chapter Chairman and Executive Committee
2. Formulate a plan of Chapter activities on a defined basis, covering the full administrative year of the Chapter
3. Liaise with sponsoring organisations with regard to the dates, venues, costs and logistics of presentations, education seminars, workshops and other activities as appropriate
4. Liaise with sponsoring organisations in ensuring the quality of promotional educational and other activities conducted by them
5. Arrange with hotels and other venues as appropriate, for the efficient operation of Chapter activities
6. Ensure that notices relating to activities are disseminated to all members and their participation and involvement secured
7. Mail monthly reports of activities to PATA Regional Offices and PATA Headquarters, as required
8. Present to the Chapter Chairman and Executive Committee a report of activities undertaken prior to the Executive Committee meeting and planned up to at least the next meeting. Present to the Annual General Meeting a complete report of activities undertaken during the year

## Membership Committee Chairman

1. Maintain (or arrange for the maintenance of) up-to-date Chapter membership lists. Produce and publish a Chapter membership roster for distribution to all member
2. Ensure the distribution of membership renewal notices and the collection of membership dues
3. Maintain at all times a Chapter membership or representatives of at least 10 different PATA member organisations
4. Implement programmes for the generation of new Chapter members and PATA members

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5. Assess Chapter membership needs on a regular basis; also assess whether Chapter programmes meet the needs of members
6. Present to the Chapter Chairman and Executive Committee a membership status report at every Executive Committee meeting and Annual General Meeting

## **Publicity/Public Relations Committee Chairman**

1. Prepare and implement a programme of publicity/public relations designed to position the Chapter as a leading organisation within the local travel industry community, providing Chapter members a range of benefits
2. Produce and publish a Chapter newsletter designed to inform members of Chapter activities, other travel industry news and PATA news
3. Liaise with the local media to promote Chapter activities
4. Provide Chapter news, pictures and reports of activities for publication in PATA Newsletters
5. Relay news of PATA activities and programmes to local media
6. Produce promotional material for Chapter activities, as appropriate
7. Present to the Chapter Chairman and Executive Committee a Publicity/PR status report at every Executive Committee meeting and Annual General Meeting
8. For further publicity details, please refer to Chapter activities of this Handbook

## **Executive Committee members (elected)**

1. Provide membership input in the formulation of Chapter policy and planning of activities
2. Assist Chapter Officers and Committee Chairmen in the operation of the Chapter programmes

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## Committee members

1. Committee members are not elected but are co-opted by the Chapter Chairman or Chairmen of committees to serve on the various Chapter Committees. They need not necessarily be Executive Committee members and may be drawn from the Chapter membership at large on the basis of their experience, expertise and/or desire to be involved in Chapter activities.
2. Committee members assist Committee Chairmen and other members of the Committees to achieve the various objectives set forth for each Committee and work as a team. A vacancy in any Chapter Office, viz., Chairman, Vice-Chairman, Secretary and Treasurer, for any reason, should be filled by a majority vote of the Executive Committee.

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## PATA Chapters:

### 4. Membership

- a. All organizations or individuals providing goods/services related to the Travel & Tourism industry as defined by PATA shall be eligible for Membership in the Chapter including students studying travel & tourism related courses.
- b. All Chapter Members are eligible to participate in any PATA or Chapter activities and events worldwide, however participation fees or discounts (if applicable) may vary depending on Membership category if a Member of PATA or Chapter Membership level. The Chapter shall use its best efforts to encourage participation in PATA or Chapter activities by the Chapter Membership.
- c. Life Membership in PATA is conferred as an honorary position and the Chapters shall confer same recognition upon any PATA Life Member residing within the Chapter geographic area.
- d. After 1 year of being a Chapter Member, the Member should be encouraged to take up full Membership within one of the PATA categories. PATA may offer an incentive to the Chapter and/or the Member if such a change in Membership occurs.

### PATA Chapter Membership

PATA Chapter membership and members of PATA are not the same.

PATA Chapter members are those who

- ✓ belong to a local PATA Chapter,
- ✓ pay local dues and
- ✓ participate in PATA Chapter events and activities at a local level.

PATA Chapters set their own rate of dues at their discretion based on local conditions.

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## PATA Chapters:

### 5. Cessation of membership

- a. Cessation of Membership shall be automatic upon the Member either resigning from the Chapter (in writing) or becoming a Member of PATA not in good standing (PATA to notify Chapter) - in which case Member may still apply to be a Chapter Member separately and be subject to Chapter Membership fees.
- b. Any Chapter Member in arrears for three calendar months of any levies or fees due to Chapter shall not be entitled to attend or participate in meetings of the Chapter. Cessation of Chapter Membership of such Member shall be determined by the Chapter Executive Committee.
- c. Upon cessation of Chapter Membership, Chapter shall notify PATA and update PATA website.

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## PATA Chapters:

### 6. Meeting of the Chapter members

- a. A Chapter Annual General Meeting (CAGM) shall be held each calendar year.
- b. Regular Chapter Meetings, to which all Chapter Members in good standing shall be invited, shall be held at least once each quarter of the calendar year. The CAGM is considered as one regular Chapter Meeting.
- c. Notice of such meetings, with agenda or describing generally the order of business shall be delivered to Members at least seven (7) days before the day of the meeting.
- d. Special Meetings may be called at any time by either the Chapter Executive Committee or PATA Executive Board/CEO and notice shall be the same as 6 (c) above.
- e. When a vote is required, one-third or more Chapter Members in good standing, being present at the Meeting shall constitute a quorum. In the event no quorum is present, the Chairperson shall adjourn the Meeting after setting a date for a new Meeting to be held within 30 days of this adjournment. Notices of the new Meeting date must be sent to all Members as indicated in 6 (c) above.
- f. At all Chapter Regular; CAGM and Special Meetings, each Member in good standing and who is present at the Meeting shall be entitled to one vote, and in all cases of equality of votes, the Chairperson of such meeting shall have a deciding vote as well as a regular vote. Advance Proxy voting in writing is permitted.
- g. All decisions requiring a vote shall be made by a simple majority of those Members in good standing present and voting.

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## PATA Chapters:

### 7. Management of the Chapter affairs

- a. Responsibility for the management of Chapter affairs shall rest with the Chapter Executive Committee (comprised of all Chapter Officers and other elected positions).
- b. The Chapter Executive Committee shall be comprised of a minimum of three (3) Members, duly elected at the CAGM from among the Members present and eligible to vote, and with a least two (2) Chapter Officers being Members of PATA (any category). The Chapter Chairperson and at least one other Officer positions must be filled by Members of PATA.
- c. Members of the Chapter Executive Committee shall where practical be distributed as equally as possible among categories of PATA Membership (Government/Destination, Carrier, Industry and Hospitality).
- d. Members of the Chapter Executive Committee shall be elected by PATA Members in good standing for terms of two (2) Chapter years. Upon serving their two year term they shall not be eligible to serve again until at least a one (1) year interval of the Chapter Executive Committee, except the Vice Chairperson may serve without interruption as both Vice Chairperson, and then Chairperson thereafter if so elected.
- e. Nominations of candidates for the Chapter Executive Committee can be made by any PATA member in good standing present at the CAGM, which nominations will be accepted by the Chairperson upon proper seconding by another member and with the consent of the person so nominated.
- f. The newly-elected Members and re-elected or holdover Members of the Chapter Executive Committee shall meet, either during the CAGM or immediately following the adjournment of the annual general meeting to elect (at a minimum) from among the elected Members of the Committee, a Chairperson, Vice Chairperson, a Secretary/Treasurer. The positions of Secretary and Treasurer may or may not be held by the same person, upon the decision of the Members of the Chapter Executive Committee.
- g. A vacancy caused by the resignation or withdrawal for any reason, of any member of the Chapter Executive Committee shall be filled by appointment by the Chapter Chairperson of another individual representing the same category (as a preference) of PATA Membership as did his/her predecessor, such appointee to serve until the next CAGM, at which time a replacement shall be elected to serve the balance of the term of office of such resigned or withdrawn member of the Chapter Executive Committee, if any.

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- h. Within fifteen days after the CAGM, the Chapter Chairperson shall make an announcement in writing, to each member of the Chapter and to PATA of the appointment of Chapter Executive Committee, and specify each of their terms.
- i. The Chapter Executive Committee may at its discretion employ a professional Secretary or an Executive Director or a professional firm (e.g., Consultancy or Public Accountants) to manage its association affairs with remuneration, terms and conditions to be determined by the Chapter Executive Committee. Such decision lies solely within the province of the Chapter without any liability to PATA.
- j. The Chapter Executive Committee shall conduct itself and its meetings with fairness and respect, and may resolve formalities in accordance with Roberts Rules of Order.

A PATA Chapter is always identified with the area which it serves.

For purposes of world-wide uniformity the official designation should have first the word PATA, to distinguish from other associations, followed by the name of the area and lastly the word Chapter.

1. Changes in Name. If the Chapter desires to change its name, it must submit the requested name change to the PATA Regional Office for review and approval by the PATA CEO. Prior to PATA Headquarters review, the Chapter shall give notice of any proposed name change to other Chapters, which would be affected by the name change with an opportunity being provided for them to comment upon the proposed name change
2. A Chapter should specify its area of operations in the Bylaws and consequently limit its activities to the defined geographical area. PATA Headquarters or Regional Offices, may, however request a Chapter to undertake specific projects outside its defined area. Two or more Chapters in adjacent areas or Chapters with overlapping interests may undertake joint activity by mutual agreement
3. A Chapter, by petition through the PATA Regional Office, may request a change in the territorial jurisdiction of such Chapter, provided however, that, if the granting of such petition would enlarge, diminish, or otherwise affect the territorial jurisdiction of any other Chapter, evidence of the consent of such Chapter shall accompany such petition. Upon the approval of any such petition, appropriate amendments to this Agreement shall be executed by the PATA CEO

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Each PATA Chapter needs to take all the necessary steps to be legally authorised to do business within its area operation.

The Chapter, of necessity, should comply with all applicable national, federal, state, country, municipal, or other statute laws, ordinances, regulations, rules or order of any governmental or quasi-governmental entities, body, agency, commission, board or official, applicable to the Chapter.

In addition, the Chapter needs to obtain for itself and in its own name, all tax identification numbers required by any governmental body.

Local laws: requests by governments authorities that the Chapter obtain a license or permit to conduct its activities- such as fund raising, or submit to regulatory measures affecting such activities- needs to be brought to the attention of the PATA Head Office, along with any proposed national, local, or state legislation that may pertain to any such matters.

## Standards of Operation

1. PATA and the PATA Chapters have always stood for excellence in standards of operation. As does PATA, the Chapters are governed by a high standard of professionalism, integrity, fair, dealing and ethical conduct. As a result, the Chapters do not engage in any activity which would discredit, dishonour, reflect adversely upon or in any manner fault the reputation of PATA or the Chapters
2. This pertains as well to the highest standard of conduct for advertising, publications, promotional material, etc. The PATA Chairman has the right to reject any sample if it fails to conform to PATA's quality standards
3. Contracts by the Chapter: Unless the PATA CEO has agreed in writing to be bound by the same, any and all contracts entered into by the Chapter shall be entered into in its own name and not that of PATA. All such contracts shall clearly spell out the Chapters' name as the contracting party
4. Responsibilities: As a guideline, the Chapter follows the goals and objectives listed in the Chapter Bylaws and Agreement. The Chapters will maintain organisational discipline so as to increase PATA's effectiveness through unity.
5. The Chapter will conduct its activities according to the provisions of the Bylaws of the Chapter

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## Election Process

An ad hoc Nominations Committee is appointed by many Chapters, well ahead of the Annual General Meeting of members

They prepare a list of possible nominees to the Executive Committee, whose election would result in the strongest team possible, ensuring a balance of representation among the four categories of membership explained earlier

The Nominations Committee will ascertain from appropriate individuals, their willingness to serve if elected and finalise a slate to be presented to the general membership

The Nominations Committee will administer the actual election, including tabulation of votes and hand the official results to the Chapter Secretary for recording in minutes

The Executive Committee members should meet during or immediately following the Annual General Meeting of members and elect from among themselves a Chapter Chairman, Vice-Chairman, Secretary and Treasurer or a combined Secretary/Treasurer

These Officers form the management team of the Chapter. Additionally, each Chapter may, at its own discretion, provide in the Bylaws for the election of Subsidiary Officers such as 2<sup>nd</sup> or 3<sup>rd</sup> Vice-Chairmen, Assistant Secretaries and Assistant Treasurers

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## Debarment of Executives

Any member of the Executive Committee may be debarred from serving on the Committee if that person ceases to be a member in good standing of the Chapter for reasons of misconduct and/or lack of integrity in the management of Chapter affairs

Such debarment shall be by resolution of a majority of Chapter membership present and voting

Additionally, each Chapter, at its own discretion, may include in the Bylaws other reasons and procedures for debarment of Executive Committee members

Any Chapter Officer, Chairman, Vice-Chairman, Secretary or Treasurer may be removed from office if that Officer ceases to be a member in good standing of the Chapter for reasons of misconduct or lack of integrity in the discharge of his duties

Such removal shall be by a majority of the Executive Committee present and voting or by a majority resolution of the Chapter membership. Additionally, each Chapter, at its own discretion, may include in the Bylaws other reasons and procedures for removal of Chapter Officers

A vacancy of any member of the Executive Committee, for any reason may be filled by appointment by the Chapter Chairman, of another eligible individual representing the same category of membership as his or her predecessor. Such appointee shall complete the predecessor's unexpired term of Office

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## PATA Chapters:

### 8. Levies and finances

- a. Dues and terms of payment to be levied on all Chapter Members should be decided from time to time by the Chapter Executive Committee. In addition, the Chapter Executive Committee may levy nominal assessments or additional charges on the Chapter Members as may be needed to cover the cost of Chapter operations and activities.
- b. The Chapter shall determine its own Membership fee structure however the Chapter Member dues shall not exceed 75% of the Membership fee for a similar such Member of PATA in a category for which the Chapter Member may be eligible.
- c. The finances of the Chapter shall be managed by the Treasurer (or the Secretary / Treasurer) who shall be authorized to pay accounts and to co-sign drafts (checks) with either the Chairperson or Vice Chairperson.
- d. All books and accounts of the Chapter shall be audited at least once a year by a qualified auditor designated by the Chapter Executive Committee. Copies of such audit shall be made available to PATA upon written request.

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## Fiscal Management of Chapters

1. **Budgets:** The Chapter Executive Committee should adopt a budget system which enables its governing body to plan the year's activities based on expected revenue and on the needs of its members for services
2. **Banking, investment and capital assets:** Each depository the Chapter uses should be authorised by the Chapter Executive Committee and its designated Chapter Administrator, if it provides for one
3. **Signatories:** A bank in which Chapter funds are deposited should be instructed in writing of the proper name of the account (that is your Chapter), the names of authorised signatories and the requirement to submit to the Chapter treasurer a monthly detailed statement with balances. The bank should be promptly advised in writing of the addition or deletion of authorised signatories on the account. The Chapter should obtain books of pre-numbered checks from the bank.
4. **Reconciliation:** Each Chapter bank account should be reconciled monthly by a person other than the person signing checks or making deposits. If the treasurer personally keeps the Chapter's books, arrangements should be made for another Chapter official to reconcile the account and furnish the treasurer with reconciliation
5. **Chapter Responsible for Funds:** each Chapter is responsible for the proper collection, administration, and expenditure of its funds. Chapter finances are the joint responsibility of the Chapter Chairman and the Chapter Treasurer, under the guidance of its governing Executive Committee

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## PATA Chapters:

### 9. Alteration of bylaws

- a. The Chapter Bylaws may not be altered, added to, rescinded or otherwise varied or amended by the Chapter (unless in breach of local legal requirements), and any request for such changes shall be submitted for approval by the PATA Executive Board/CEO in their sole discretion, which shall notify the Chapter Executive Committee of its decision.
- b. The PATA Executive Board/CEO may alter, add to, or rescind or otherwise update these Bylaws at any time by giving Chapter Executive Committee 30 days advance written notice, whereupon Chapter Chairperson shall notify all Chapter Members of such change(s).

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## PATA Chapters:

### 10. Legal commitments

- a. The Chapter shall not enter into any contractual arrangement or make any other legal commitment on behalf of PATA unless it has requested, and received, the specific advance written approval of the PATA Executive Board/CEO.
- b. The Chapter is an independent local body allied with PATA's non-profit purposes and subject to PATA's regulations. PATA shall not be held liable or responsible for any actions, errors or omissions taken or committed by the Chapter and/or its Membership unless specific written instruction for such was received in advance from PATA.
- c. Chapter shall be at all times legally registered with appropriate Government Authorities to the extent required in its geographic area.

### Trade Show Policy

1. Established trade shows and exhibitions that promote travel and tourism within the region (e.g., ASTA, JATA, etc.) and worldwide (e.g., ITB, WTM, etc.) generally benefit industry and PATA members alike. PATA enjoys a cooperative relationship with many of these trade shows and exhibitions, thus encourages Chapters participation whenever feasible - especially in events where there are official PATA exhibition areas and expressed Chapter Members interest.
2. It is recognized that PATA has a commitment to education on a worldwide basis and that Chapters in particular will be approached by regional events to provide programs.
3. It is considered that such educational provision can be valuable to the development of the Industry, but that it should be clearly stated that such educational provision meets the following criteria:

The terms "**Endorsement and Sponsorship**" will apply only to major international events that provide a financial return to PATA and offer tangible benefits for PATA members and PATA Chapters worldwide.

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The definition of a PATA Endorsement for any trade show is:

- (a) A good business decision for PATA members worldwide to attend
- (b) It provides a platform for PATA's educational product
- (c) It helps further establish PATA as the voice of the Industry
- (d) That the Trade Show involved can use both the word "Endorsement" and the PATA logo in its promotional material
- (e) No event should be considered for "Endorsement" if it falls within a three (3) month period either side of an existing endorsed event

It is recognized that local PATA support (the Chapters) may be requested by regional or domestic Trade Shows. The definition of local PATA support is:

- (a) It is a good business decision for local PATA members to attend and represent
- (b) It represents a revenue generating potential for the local PATA Chapter
- (c) It provides a platform for PATA's educational offerings
- (d) It helps further establish PATA as the voice of the industry
- (e) That the Trade Show involved can use the phrase "Supported by the (Local) PATA Chapter"

The term "**Support**" is the only one authorized by PATA for use in conjunction with any of the above activities.

- (a) Any request for local PATA support by a Trade Show is subject to the approval of the PATA Headquarters
- (b) That the Trade Shows requesting local PATA support should accept these provisions in writing before such support commences
- (c) When ratifying local PATA support for a Trade Show Headquarters will take the timing of the show in relation to other events
- (d) If a Chapter exhibits at a local or regional trade show, the booth should be properly signed and staffed by responsible PATA members

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## 11. Establishing a new PATA Chapter

### Setting up a new PATA Chapter

PATA does not create Chapters. Rather, they spring from within the travel industry to meet the professional needs of the local communities.

It therefore follows that such industry community should be broad based and economically very strong to nurture and sustain the Chapter through a period of growth until it achieves complete self-reliance.

Hence the membership of employees from at least 10 PATA member organisations to form a nucleus of a Chapter, is a mandatory requirement.

These 10 'founders' may be drawn from PATA member national tourist offices, air/cruise-lines and travel agencies/tour operators etc. with representatives located in the proposed new Chapter area.

Simultaneous to the formation of a PATA Chapter with a nucleus of 10 PATA members, the new Chapter may, as its discretion, recruit members from non-PATA member organisations or companies in the local community.

They may be from all segments of the industry, but with a common interest in promoting travel to and within the Pacific Asia region. However, Chapter members so recruited will not be recognised as PATA members and should be identified only as Chapter members.

### Organising a Chapter

An executive or staff level employee of any PATA member organisation may call a meeting of representatives of PATA members in an area to explore the desirability of organising a PATA Chapter.

If agreement is reached at this meeting that the formation of a Chapter will be helpful to prospective members in generating more business or improving their services, efforts should be made to secure participation of representatives of at least 10 PATA member organisations /companies to form the nucleus of the new Chapter, as mandatory required by PATA.

After the nucleus membership of 10 PATA members is secured, an organising committee should be formed comprising at least one representative each of the government, and air/sea carrier, and corporate, and industry, and industry associate categories of PATA membership.

It is best to appoint a Chairman and Recording Secretary and assign duties to each member of the organising committee.

Thereafter, the following step-by-step procedure may be followed:

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1. Compile a list of all local representatives of PATA members who should be invited to the organisational meetings
2. Fix the dates and times for three organisational meetings as follows :
  - i. First meeting 1<sup>st</sup> day
  - ii. Second meeting 7<sup>th</sup> day
  - iii. Third meeting 14<sup>th</sup> day
3. Arrange for a suitable meeting hall
4. Issue invitations and follow up by telephone calls
5. Issue a press release announcing the meeting, describing its general purpose and inviting all members of the travel industry to attend
6. Review the standard Model Bylaws for a PATA Chapter and agree on recommendations for:
  - i. Chapter name
  - ii. Operating Area
  - iii. Term of Executive Committee and Officers
  - iv. Amount of Annual Dues
  - v. Policy of Assessments
7. Prepare Chapter Membership Application Cards for distribution at meeting
8. Prepare an agenda for the first organisational meeting as follows :
  - i. Call to Order
  - ii. Introduction of the Recording Secretary
  - iii. Introduction of the members of the organising committee
  - iv. Explanation of PATA, its objectives and membership structure
  - v. Explanation of the objectives and benefits of the proposed Chapter
  - vi. Review and explanation of the Bylaws and recommendations of the organising committee
  - vii. Question and Answer period
  - viii. Distribution of Chapter Membership Application Cards
  - ix. Collection of signed application cards
  - x. Announcement of next meeting, seven days hence
  - xi. Other business
  - xii. Adjourn

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## Action steps

Immediately following the first organisational meeting, take the following actions:

1. Prepare a ballot for the election of an Executive Committee of six members to serve until the first Annual Meeting of the Chapter in December/January to elect new Officers for the Chapter fiscal year coinciding with the PATA fiscal year January 1-December 31.

The following is an example of a ballot for the Executive Committee:

Instructions: Please vote for six nominees, casting at least one vote for a nominee in each of the four categories listed:

Government	-	List nominees
Carriers	-	List nominees
Industry	-	List nominees
Hospitality	-	List nominees
Industry-Associate	-	List nominees

Election will be held with the reminder notice of the second organisational meeting (time, date, and place).

2. Mail this ballot with the reminder notice of the second organisational to the entire mailing list.
3. Prepare agenda for second organisational meeting :
  - i. Call to order
  - ii. Review and adoption of the Bylaws
  - iii. Explanation of election procedure
  - iv. Election of Executive Committee (distribution, collection and tallying of ballots)
  - v. Introduction of newly elected members of the Executive Committee
  - vi. Explanation of the functioning of the Executive Committee including election of Chairman, appointment of officers and Chairman of other Committees before the next meeting

Discussions of:

- a. Time, place and dates for Chapter meetings
- b. General program of activities for the Chapter
- c. Question and Answer period
- d. Announcement of next meeting, 7 days hence

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Immediately following the second organisational meeting the following actions should be taken:

1. The newly elected Executive Committee should meet and elect following Officers :

Chairman (must be PATA member)

Vice-Chairman (must be PATA member)

Secretary

Treasurer

2. The Chairman should appoint a Chairman for each of the following committees to serve until the election of a new Chairman at the Annual General Meeting of the Chapter in December/January.

Finance (usually Chapter Treasurer)

Membership

Programme

Publicity (usually PR or Media person)

Education

Other committees if deemed necessary

3. The Chairman should send a list of the Officers and Committee Chairmen with background information on each, to their PATA Regional Office together with a copy of the Model Chapter Bylaws for approval by the PATA CEO at PATA Headquarters.
4. The Chairman of each Committee should be prepared to make a short report on the third organisational meeting, as follows :

Finance Chairman: Should give a rough draft estimate of the funds needed for the Chapter's first year of operation and describe sources from which he anticipates obtaining these funds.

Membership Chairman: Should report the number of Chapter members signed up to date and advise that any who sign up at this meeting will be accepted as Chapter members. Based on the budget estimate, set a goal for the number of members needed and ask for specific assistance from each of the Chapter members in reaching these goals.

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Programme Chairman: Based on discussions and suggestions at the second organisational meeting, Chairman should draft a suggested schedule of promotional or other meetings for the period preceding the annual membership meeting, with recommendations as to programs. Should arrange for photographs and press releases covering this third organisational meeting.

Publicity Chairman: Should explain purpose of educational programs and describe briefly the events successfully programmed in other Chapters and ask for suggestions.

5. The Chairman should prepare an agenda for the third organisational meeting as follows :
  - i. Call to Order
  - ii. Introduction of newly elected
  - iii. Introduction by the new Chairman of the Officers
  - iv. Introduction of, and reports by Committee Chairmen
  - v. Action recommendations in each report
  - vi. Photos of Officers and Committee Chairman for distribution with press release
  - vii. Announce date first official meeting, time and place to be advised in notice of meeting by mail
  - viii. Other Business
  - ix. Adjourn
6. With approval by PATA's CEO of the Chapter Bylaws and list of officers, previously submitted to PATA Headquarters, the Chapter will start operating officially. Chapters are not officially recognised without this formal approval by PATA Headquarters.

## Chapter Formation in existing Chapter areas

The following guidelines have been established in regard to the formation of the new Chapters in areas where Chapters already exist.

1. Chapters will not be created in areas where an existing Chapter is meeting PATA's objectives and responsibilities or the existing Chapter disapproves of the new Chapter.
2. Should a Chapter wish to form within the area of an existing Chapter it must first receive authority from the existing Chapter and PATA's CEO.
3. Should the existing Chapter, or PATA Chairman, not approve the new Chapter, the proposed Chapter shall have the right of appeal to the PATA Board of Directors.

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## Chapter Bylaws

PATA Bylaws under which all PATA Chapters are founded and exist, stipulate that Chapter Bylaws and amendments to these Bylaws shall become effective when approved by the PATA CEO. A Chapter shall be deemed to exist as of the date the Bylaws are approved.

The Chapter needs to let the PATA Regional Office know in writing of any proposed changes in its Bylaws at least fourteen days prior.

Unless otherwise approved by the PATA CEO any amendment to the Chapter's Bylaws should be approved by two-thirds of the Chapter's members.

## Chapter Discontinuance/ Termination

1. The Chapter may be voluntarily dissolved or withdraw as a Chapter by PATA by vote of a majority of its members after written notice to the PATA Headquarters.
2. As a meeting in conjunction with an annual or a special meeting of the Association, a Chapter may be discontinued by the Board of Directors, either upon the request of the voting members of such Chapter or for reasons that the Board may at its discretion consider due and proper, particularly that the Chapter has become inactive to the extent that the objectives of PATA are no longer effectively fulfilled, or for individual acts and/or activities deemed contrary to the best interest of PATA.

## Final Authority

In case of conflict between the different sets of regulations, the PATA Charter and Bylaws will take precedence unless exceptions have been previously agreed by PATA Headquarter and/or the CEO.

Should there be any conflict between the laws of the country in which the Chapter is based and the contents of the PATA Chapter Handbook, the PATA Membership Director should be informed immediately to allow the situation to be deliberated for a decision by the CEO and/or the Board of Directors

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## 12. Annexes

[PATA Charter](#) April 15, 2003

[PATA Bylaws](#) September 26, 2009

[PATA Chapter Bylaws](#) October, 2010

[PATA Chapter Awards](#)

[Roster of PATA Member countries](#)

[Roster of PATA Chapters](#)

[PATA International Membership Application Form](#)

[Sample PATA Chapter Membership Application Form](#)

[Sample PATA Business Card](#)

[Sample PATA Letter Head](#)

[Sample PATA Press Release](#)

[Template PATA Chapter Certificate](#)

### Headquarters contacts:

**Chapter Services**

E-mail: [chapters@PATA.org](mailto:chapters@PATA.org)

**Membership Services**

E-mail: [membership@PATA.org](mailto:membership@PATA.org)

**Communications**

E-Mail: [communications@PATA.org](mailto:communications@PATA.org)

### Regional representation:

**PATA Asia**

E-mail: [asia@PATA.org](mailto:asia@PATA.org)

**PATA Pacific**

E-mail: [pacific@PATA.org](mailto:pacific@PATA.org)

**PATA China**

E-mail: [china@PATA.org](mailto:china@PATA.org)

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