

CHARTER OF THE QUALITY AND PRODUCTIVITY SECTION

(Revised 1994)

Article I. NAME

The name of this organization is the Quality and Productivity Section (hereafter called the Section) of the American Statistical Association (hereafter called the Association).

Article II. OBJECTIVES

The principal fields of interest of the Section shall be the relation of statistical techniques and philosophy to quality and productivity. In keeping with the scientific nature of statistics, the Section shall not endorse, actively or tacitly, any particular theory, methodology, process, system, product, or service. However, the Section may publish guidelines regarding the appropriate and effective use of statistical theory and methodology in quality and productivity and revise such guidelines from time to time in light of advances in statistics and technology. The Section shall actively promote discussion concerning statistics, quality, and productivity, and shall encourage members in their various points of view.

Specific activities of the Section shall include, but not be limited to:

1. Providing basic information to managers in business, government, and nonprofit organizations concerning the use of statistical tools to improve quality and productivity.
2. Communicating to teachers of statistics courses (particularly in engineering and business) at the undergraduate and graduate levels the value of statistical tools to enhance quality and productivity.
3. Communicating to elementary and secondary school mathematics teachers the value of statistics in enhancing quality and productivity.
4. Working with industry and academia to develop case studies to be used in training and education.
5. Encouraging research, including sponsoring and supporting research conferences.
6. Communicating with others in the various fields of statistics and integrating developments in other fields of statistics into the efforts of the Section.
7. Promoting an energetic discussion on the integration of statistical thinking into business and engineering activity.
8. Building liaisons on behalf of the Association with other professional organizations that have interests in quality and productivity.
9. Reaching out in new directions to assist the Association in building its membership.

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To carry out the activities referenced above, the Section shall perform any or all of the following functions, together with such others as are appropriate to its scope.

1. Establish and maintain liaison and cooperation with other Sections of the Association.
2. Cooperate with government, academia, business, and industry in resolving important statistical issues.
3. Establish and maintain liaison and cooperation with other scientific and professional organizations (e.g., the American Society for Quality Control).

4. Organize sessions on quality and productivity at Association meetings.
5. Sponsor sessions at meetings of other professional societies, keeping the cost of attendance as low as possible.
6. Invite other professional societies to sponsor sessions at the Association's meetings, as part of the Association's quality and productivity program.
7. Organize short courses and tutorials in quality and productivity in cooperation with the Association's Office of Continuing Education.
8. Assist the Association in raising funds and obtaining grants to help achieve the goals of the Section and the Association.
9. Publish pamphlets on the use of statistics in quality and productivity to be used by business, governments, nonprofit, and educational organizations.
10. Hold forums under the auspices of the Association with members of the mass media responsible for the various topics related to quality and productivity in the media consumed by the public.
11. Serve as a resource for public and private groups or agencies with interests in the fields of quality and productivity.
12. Recognize, by awards or other means of public demonstration, excellence in quality and productivity.

Article III. MEMBERSHIP

Any full member of the Association may become a member of the Section by paying dues to the Section.

The membership year for each member of the Section shall coincide with that member's membership year in the Association.

Article IV. OFFICERS

The officers of the Section shall be the Chair, the Chair-Elect, the Secretary, the Treasurer, the Program Chair, the Program Chair-Elect, the Publications Officer, the Publications Officer-Elect, and the Representative(s) to the Association's Council of Sections. The number of Representatives shall be determined by the Charter of the Council of Sections.

The Chair is the chief officer of the Section and is a member of its Executive Committee. The Chair shall preside at all meetings of the Section and the Executive Committee. The Chair, with the approval of the Executive Committee, may designate committees or individuals to carry out

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functions of the Section. The Chair shall coordinate the work of the officers and committees of the Section and shall prepare an annual report, for publication in a news bulletin, on the activities of the Section. The Chair shall review the regular financial reports provided by the Association's central office.

The Chair-Elect shall serve as a member of the Executive Committee and preside over meetings of the Section and the Executive Committee in the absence of the Chair. In consultation with the Chair, the Chair elect shall prepare the budget of the Section for the year in which the Chair-Elect is Chair.

The Secretary shall serve as a member of the Executive Committee. The Secretary shall be responsible for the minutes of all meetings of the Section and the Executive Committee.

The Treasurer shall serve as a member of the Executive Committee. The Treasurer is responsible for planning and implementing fundraising efforts to meet the financial requirements set by the

Executive Committee. The Treasurer shall also assist the Chair-Elect in preparing the annual budget and shall monitor the Section's dues collections and expenditures and prepare an annual report on the financial condition of the section.

The Program Chair shall serve as a member of the Executive Committee and also as a member of the Association's Program Committee. The Program Chair shall be responsible for developing and coordinating the Section's sessions and other program events at national and regional meetings of the Association. The Program Chair-Elect shall serve as a member of the Executive Committee and assist the Program Chair.

The Publications Officer shall serve as a member of the Executive Committee and also as the Section's representative on Association committees concerned with Section publication matters. The Publications Officer shall coordinate activities within the Section related to publications sponsored by the Section, except for the Q&P/SPES News newsletter. The Publications Officer shall solicit the views of the Section's members concerning the content and operation of the Association's journals and shall bring those views to the attention of the Editors. When requested by the Editors, the Publications Officer shall assist in soliciting, reading and editing articles on quality and productivity for publication in the Association's journals. The Publications Officer-Elect shall serve as a member of the Executive Committee and assist the Publications Officer. The Representative(s) to the Council of Sections shall serve as members of the Executive Committee and shall represent the interests of the Section and its members on matters that come before the Council of Sections.

Article V. EXECUTIVE COMMITTEE

The Executive Committee of the Section shall consist of the officers of the Section and the immediate Past Chair of the Section. Between business meetings, the management of the affairs of the Section shall be in the hands of the Executive Committee, subject to such standing rules as the business meeting may from time to time provide. Actions taken by the Executive Committee

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during the past year and plans for future activities shall be presented at the annual business meeting of the Section for discussion.

Article VI. NOMINATION AND ELECTION

Each year the Section's Committee on Nominations shall submit, to the secretary of the Association and the Section Chair, at least two candidates for each position to be filled. The Association's general deadline for submission of nominations shall apply. As part of the Association's annual election, the Secretary of the Association will mail a ballot to all members of the Section.

Additional nominations may be made by submitting a petition, signed by at least 25 members of the Section, to the Section Chair and the Secretary of the Association. Such a petition must be submitted within 45 days after the mailing date of the publication announcing the candidates' names.

If the office of Chair becomes vacant, the Chair-Elect shall become the Chair, the term extending through the following year. The same principle of succession shall apply if the office of Program Chair or Publications Officer become vacant. Vacancies in other offices shall be filled by appointment by the Chair with the approval of the Executive Committee.

Article VII. TERMS OF OFFICE

The Chair, Chair-Elect, Program Chair, Program Chair-Elect, Publications Officer, and

Publications Officer-Elect shall each serve a one-year term. The Chair-Elect, Program Chair-Elect, and Publications Officer-Elect shall automatically succeed the respective Chairs at the annual change of officers, which shall occur on January 1.

The Secretary and the Treasurer shall each serve a three-year term.

The term of office for the Representatives to the Council of Sections shall be as specified in the Charter of the Council of Sections.

No officer shall be eligible for immediate re-election to the same office except for the Secretary and the Treasurer.

Article VIII. COMMITTEES

1. *Types.* The Committees of the Section shall consist of the Executive Committee, Standing Committees provided by this Charter, and such Standing or Current Committees as the Chair may establish. Current Committees may be established to serve a particular need or interest of the Section.

2. *Membership.* The term of membership on Standing and Current Committees, if not otherwise specified in this Charter, shall be three years. Initial terms shall be set by the Chair for

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one, two, or three years. As nearly as possible, one-third of the members shall be appointed each year. No member may serve on a committee for more than six consecutive years without specific approval by the Executive Committee, except for ex officio members. Members of committees shall serve until their successors are appointed or elected.

Unless otherwise specified in the Charter, each committee shall be governed by a chair appointed by the Chair of the Section. All members of Standing Committees, as well as the chairs of Current Committees, shall be full members of the Association.

3. *Normal Time of Appointment.* In order that new members of Standing and Current Committees may begin work promptly, the Chair-Elect shall normally designate these members. If possible, the designations shall be made at least two months prior to the time when the new committee members take office.

4. *Standing Committees.* The Standing Committees provided by this Charter are as follows:

a. *Committee on Nominations.* Members of the Nominating Committee of the Section shall be appointed by the Chair and shall serve three-year terms of office. The Nominating Committee shall consist of no fewer than three and no more than seven members, and the Executive Committee shall fix appointments to the Nominating Committee so that no more than three persons shall be appointed to the Nominating Committee each year. No member of the Nominating Committee shall be eligible for reappointment. The Committee shall submit nominations for officers as provided in Article VI of this Charter. Members of the Committee are not eligible for nomination by the committee.

b. *Committee to Nominate Fellows.* The Committee to Nominate Fellows shall consist of three members. Each year the Committee shall identify members of the Section who would be suitable nominees for the honor of Fellow of the American Statistical Association (as described in the Bylaws of the Association) and shall coordinate preparation and submission of the nominations.

c. *Charter Committee.* Not more than three years after adoption of this Charter, the Chair shall appoint a Charter Committee for the purpose of reviewing the Charter of the Section. If necessary, the Charter Committee shall prepare a

revision to be submitted to the Section not more than five years after the adoption of this Charter, in accordance with Article XI of this Charter. In the event that the Committee undertakes a major revision of the Charter, the Executive Committee may extend the life of the current Charter one year at a time.

Each Committee must submit an annual report to the Executive Committee.

5. *Current Committees.* The life of a Current Committee may not exceed five years without a review of its need by the Executive Committee. Any committee that is to continue for more than one year must have a charge approved by the Executive Committee. Each Committee must submit an annual report to the Executive Committee.

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Current Committees established in accordance with this article may be dissolved at any time by a majority vote of the Executive Committee.

Article IX. PUBLICATIONS

Publication of non-journal periodicals, reports, proceedings, or other publications may be authorized by vote of the Executive Committee.

Editors for Section publications shall be members of the Section and shall be appointed by the Chair with the approval of the Executive Committee.

Article X. MEETINGS

The annual business meeting of the Section shall be held in connection with the annual meeting of the Association and shall be announced in the printed program of the annual meeting. The officers may also conduct business with members of the Section by mail.

The Executive Committee shall meet at the annual meeting of the Association. It may also hold additional meetings at times and places designated by the Chair with the consent of the Executive Committee. Meetings shall be held at the call of the Chair or by vote of two-thirds of the Executive Committee. Between meetings the Executive Committee may conduct business by mail, telephone, or other electronic means.

Article XI. AMENDMENTS

1. *Proposal.* Amendments to this Charter may be proposed by the Executive Committee or by a petition signed by at least 25 members of the Section. An amendment originating by petition shall be referred to the Executive Committee, which shall vote on its recommendation regarding ratification. Periodic revisions, as provided for in Article VIII, shall be referred to the Executive Committee, which may recommend ratification as a whole or in parts. The Executive Committee may also decide upon the final wording of a proposed amendment, as long as such wording is consistent with the original intent of the petition.

2. *Ratification.* All proposed amendments shall be submitted to the members of the section for mail vote at the time of the next annual election of officers. If approved by a majority of the members voting, the amendment shall take effect immediately. A copy of the amendment shall be filed with the Secretary of the Association.

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2.5 JOINT MEMBERSHIP AGREEMENT

The Section on Quality and Productivity and the Section on Physical and Engineering Sciences of the American Statistical Association permit joint membership in the two Sections. Joint membership entitles Association members the following rights and

privileges:

- Complete and full membership, including voting rights, in each Section
- Receipt of the joint Q&P/SPES newsletter
- One dues payment, set annually by joint agreement of the two Sections, but which will not exceed the sum of the individual Section's member dues.
- The ability to purchase Proceedings and other publications of each Section at reduced membership prices.
- Participation in either of the Section's technical conferences, The Quality and Productivity Research Conference (Q&P) and the Fall Technical Conference (SPES); and
- Submission of papers for presentation as invited or contributed papers to either Section's program at the Association's Annual Meeting and other Association sponsored meetings.

Joint membership entails the following responsibilities for the Section on Quality and Productivity and the Section on Physical and Engineering Sciences:

- The Senior Editor of the joint Newsletter will be appointed on a rotating basis, by one of the Sections for a three-year term. Each Section will appoint an Associate Newsletter Editor for a minimum two year term. The Senior Editor will be the Editor-in-Chief and have final authority for the content of the Newsletter. The Associate Editors will be assigned duties by the Editor-in-Chief, with each having primary responsibility for newsletter items from their respective Sections.
- Joint membership dues will be set annually by joint agreement of the two Sections. Anticipated Newsletter costs will be agreed to at the same time. Membership dues in excess of the Newsletter costs will be apportioned equally to the two Sections. Through the Association's Financial Officer, a separate account will be set up for Newsletter income and expenses. The account will be monitored by the Editors and the Section Treasurers with a goal of keeping the Newsletter self-supporting but not profit-making.
- Each Section will appoint a non-voting Liaison to the Executive Committee of the other Section. The liaisons will be responsible for communications between the Sections on any matters affecting joint membership and for identifying new opportunities for enhanced benefits for joint members.

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- Changes in this agreement must be approved by the Executive Committees of both Sections. Dissolution of the agreement can be enacted by the Executive Committee of either Section and becomes effective at the end of the calendar year in which it occurs.

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3.0 ORGANIZATION

3.1 OFFICERS

The officers of the Section include:

- Chair (1 year)
- Chair-Elect (1 year)
- Secretary (3 years)
- Treasurer (3 years)
- Council of Sections Representatives (2 years)
- Program Chair (1 year)
- Program Chair-Elect (1 year)
- Publications Officer (1 year)
- Publications Officer-Elect (1 year)

3.2 COMMITTEES

The Executive Committee, which consists of the nine Section Officers listed in Section 3.1 and the immediate Past Chair, is chaired by the Section Chair.

There are seven Standing Committees, and these include the following:

- Committee on Nominations (established by Charter)
- Committee to Nominate Fellows (established by Charter)
- Charter Committee (established by Charter)
- Continuing Education Committee (established 1/94)
- Q&P Research Conference Steering Committee (established 1/94)
- Membership Committee (established 1/95)
- Web Committee (established 1/95)

Current Committees are appointed by the Section Chair on an annual basis and may not exist for more than five years.

Appointments to committees and their chairs are made by the Section Chair, with consultation of the Executive Committee. Normally the Chairs of Current Committees also can make appointments, with the approval of the Section Chair.

In addition to the Officers and Committee Chairs, there are other positions that are appointed by the Chair. These include the Newsletter Editors and the Section Liaison with the Statistics Division of the American Society for Quality Control (ASQ).

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3.3 DIRECTORY OF KEY CONTRIBUTORS:

Past Officers and others active in the Section are listed on a roster maintained by the Secretary. See Appendix A for commentary regarding some early contributors.

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4.0 JOB DESCRIPTIONS

4.1 OFFICERS

4.1.1 CHAIR

PURPOSE:

The Chair is the chief executive officer of the Section and is responsible for the conduct of all Section business.

TERM OF OFFICE:

One year, beginning January 1.

RESPONSIBILITIES:

Executive Duties:

- Serves as the chief executive officer of the Section and handles all matters that arise between business meetings. On matters of importance that occur between formal meetings, the Executive Committee shall be consulted by

telephone, e-mail, or mail and, if appropriate, asked to vote their approval or disapproval.

- Appoints Section Standing Committee Chairs, and individuals to represent the Section on ASA Committees as the need arises. The ASA office will inform the Chair as to Section vacancies on ASA Committees.
- Organizes and appoints Current Committees as needed. Periodically acquaints the Executive Committee members with ongoing business activities of the Section.
- Appoints temporary replacements for any Executive Committee members who are unable to attend to their duties. If permanent replacements are required, the Chair consults with the Executive Committee regarding them. These appointees serve until the next election.
- Coordinates the work of the officers, Executive Committee, and other functions of the Section.
- Reviews, with the Treasurer, the financial status of the Section and its Research Conference Account.
- Owner of the Communications Processes (Section 5.2).
- Member of Section Charter Committee (Section 4.2.3).

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Meeting Duties:

- Calls and presides over all Executive Committee Meetings. Currently regular meetings are held roughly quarterly by telephone conference call and early Monday morning at the Annual ASA Meetings. The Executive Committee and Chairs of all Committees are invited to attend these or other meetings. One meeting is held annually in conjunction with the ASA Annual Meetings. It is the Chair's responsibility to arrange accommodations for such a meeting; but the ASA headquarters is called upon to assist and should send a form to the Chair in May to request meeting times. The agenda for any meetings should be prepared (in collaboration with the Secretary) and sent to the Committee as early as possible. Newly elected officers should be invited to this meeting which should always be scheduled in advance of the Section Business Meeting.
- Schedules, plans and presides over the Annual Business Meeting of the Section held during the Annual meeting of the Association. If the Chair is unable to attend the meeting, the Chair-Elect should be called upon to assist in carrying out the following responsibilities:
 - The scheduling of this meeting, currently held on Tuesday evenings of the Annual ASA Meetings, must be coordinated with the Association so as to avoid conflicts with any Section session which might precede the Section Business Meeting, and with any concurrent business meetings of Sections which might have related interests (e.g. SPES). One option is to hold a joint meeting with SPES.
 - The section membership is notified of the scheduled business meeting via the program announcement in *Amstat News* and also through the Section Newsletter.
 - The agenda of this meeting should be prepared in consultation with the Executive Committee. The purpose of the meeting is to maintain direct

communications with the members, and to solicit their feedback and suggestions. Potential communications items include:

- (a) Reading the minutes of the last business meeting (optional)
- (b) Summary of Section activities conducted during the past year
- (c) Report of the Executive Committee meeting
- (d) Report from the Treasurer
- (e) Report from the Publications Officer
- (f) Report from the Program Chair
- (g) Reports from any Committees of the Section
- (h) Report of plans for future activities
- (I) Introduction of officers for the coming year
- (j) Call for program suggestions for the next meeting
- (k) Any announcements, requests, etc., which have been presented to the Chair prior to the meeting
- (l) Call for any new business

Sufficient time should be left for member feedback and suggestions. Refreshments are generally provided.

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- Discuss with the representative(s) to the Council on Sections any topic to be presented to the Council, either to inform the Council of Sections or to elicit comments and reactions to Section activities, accomplished or planned.

Illustrations of such topics are:

- (a) Proposal to sponsor a Section journal or other publication
- (b) Section experiences with workshops or tutorials
- (c) Exchange of Executive Committee representatives between Sections with common interests (e.g. Statistical Computing and Statistical Graphics)
- (d) Proposed Charter changes
- (e) Program participation in ASA regional meetings or in meetings with other professional societies.

Transition Duties

- Sends a written one-page, annual report of Section activities to the ASA office in January. Usually a reminder request for the report, together with a report form, is sent from the ASA office to the Chair of each Section
- Prepares and transmits to the incoming Chair a list of Section committees, giving the charge and membership for each. This information may be requested by the ASA office in December or during the early part of the following calendar year.

CHECKLIST/TIMETABLE:

- Prior to January (as Chair Elect), appoints any positions as follows that are open, including the following: Senior and Associate Newsletter Editors and Liaison to ASQ Statistics Division. Also appoints or reappoints chairs of the following committees:
 - (b) Committee to Nominate Fellows
 - (c) Continuing Education Committee
 - (d) Membership Committee

(e) Q&P Research Conference Steering Committee

(f) Web Committee

(d) Current Committees

- In April, prepares welcoming article for publication in June issue of Section Newsletter.
- Prior to the annual meetings, the Chair should send a list of all Q&P meetings and events, noting dates and time, to the Section officers and committee leaders.
- In August, updates description of Chair position in the operating Manual for the Past Chair's incorporation. (Also ensures that updating the manual is on the

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agenda of the Executive Committee meeting at the ASA Annual Meetings - See Section 5.1.)

- Before December, prepares and transmits to the Chair-Elect a list of Section committees with chairs and terms of office, as well as other appointees, so that new appointments can be considered.
- In December, reviews Section-related correspondence and other materials to be sure that the Chair-Elect and/or Secretary receive copies of anything needed.
- In December, prepares an annual report for the Section to be published appropriately (e.g. *Amstat News* and *December issue of Section Newsletter*). Also prepares the Annual Report form, with the Secretary's assistance, that is requested by ASA.

QUALIFICATIONS:

Member of the Section in good standing. Desirable to have demonstrated interest and experience in Section administration and/or activities. Willingness to assume these significant responsibilities for a total of three years, including meetings attendance (as Chair-Elect, Chair, and Past-Chair).

RESOURCES AVAILABLE:

The immediate Past-Chair, other previous officers on the Sections list, the ASA headquarters staff liaison, and this Operating Manual.

ELECTION MECHANISM:

Automatic after previous election as Chair-Elect.

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4.1.2 CHAIR-ELECT

PURPOSE:

The Chair-Elect is the assistant administrative officer of the Section and prepares to become the Chair, provides experienced input to the Executive Committee, and coordinates the planning effort for the coming year.

TERM OF OFFICE:

One year, beginning January 1.

RESPONSIBILITIES:

- Serves as a member of the Executive Committee and presides over meetings in the absence of the Chair.
- Prepares, in consultation with the Chair, the budget of the Section for the year in which the Chair-Elect is Chair.
- Assists the Chair, when requested, in performing his/her executive duties

- Owns the Strategic and Tactical Planning Processes (Section 5.3).
- Conducts update of the Strategic Planning Process at the yearly Q&P Research Conference.
- Coordinates Annual Tactical Planning at the ASA Joint Statistical Meetings to implement the section's mission and strategy. This plan will be for the year in which the Chair-Elect is Chair.
- Works closely with the Chair throughout the year to gain understanding of the Chair position.
- Reviews and upgrades the job description at the end of the term of office.
- Serves as Chair if the office of the Chair becomes vacant.
- Serves as a member of Financial Request Committee (Section 5.4).
- Designates new members of the Section Standing and Current Committees.
- Attends the ASA annual meetings during August of each year.
- Member of Charter Committee (see Section 4.2.3).
- Chair of Nominating Committee (see Section 4.2.1).

CHECKLIST/TIMETABLE:

- Throughout year, works closely with the Chair and fills in any duties the Chair is unable to perform.
- In January, discusses with the Chair and other officers the appropriate timing for developing a one-year (or more) tactical plan for the section in order to implement the mission and strategy.
- In August, conducts Annual Tactical Planning Session for upcoming year.
- In August, updates description of Chair-Elect position in the Operating Manual for the Past Chairs incorporation.

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- In September, prepares annual budget for submission to the ASA office.
- In October, designates new members and chairs of Current and Standing Committees.
- In December, reports summary of Section planning effort in Section Newsletter.

QUALIFICATIONS:

Member of the Section in good standing. Desirable to have demonstrated interest and experience in Section administration and/or activities. Willingness to assume the responsibilities of a Section Officer for three years, and to attend the Section meetings.

RESOURCES AVAILABLE:

The Chair and immediate Past Chair, the ASA headquarters staff liaison, and this Operating Manual.

ELECTION MECHANISM:

Must be nominated as a candidate by the Nominating Committee or selected by membership petition. Must be elected when the ASA holds its annual election of officers. The candidate receiving the most votes becomes the Chair-Elect January 1 of the year following the election.

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4.1.3 SECRETARY

PURPOSE:

The secretary is the record-keeping officer of the Section. The chief purpose of the position is to document and distribute minutes of all formal meetings of the Executive Committee, including conference calls and other business meetings. The Secretary also maintains a list of past officers, current officers, and officers who will assume or maintain office in the future. The Secretary notifies the Webmaster of changes in the status of officers so the Section web site can be updated.

TERM OF OFFICE:

Three years, beginning January 1.

RESPONSIBILITIES:

- Works with the Chair and Chair-Elect to develop agendas for meetings and conference calls.
- Attends the QPRC, Joint Statistical Meetings, and other conferences where the Executive committee meets each year.
- Takes notes and writes and distributes minutes of all Executive Committee meetings to other Section officers and for posting on the Section web site.
- Maintains contact lists of past, current, and newly-elected Section officers. Distributes contact lists of current and newly-elected officers to other Section officers and for posting on the web site.
- Works with the Past Chair to update the Section Operations Manual during the fall. Sends a copy of the updated Manual to ASA Headquarters and to the Webmaster for posting on the Section web site.
- Writes a summary of the Section Business Meeting held at the JSM for the October Amstat News (due September 1) and the December SPES/Q&P Newsletter (due October 31). This article should also include listings of newly elected officers and ASA Fellows from the Section.

ADDITIONAL ACTIVITIES:

? Works with other members of the Executive Committee to accomplish the Section's mission.

QUALIFICATIONS:

Must be a member of the Q&P Section. Necessary to have access to e-mail communications and be able to attend Section meetings.

RESOURCES AVAILABLE

The Past Secretary, the Chair and Past Chair, and this operating manual.

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ELECTION MECHANISM:

Must be nominated as a candidate by the Nominating Committee or selected by membership petition. Must be elected when the ASA holds its annual election of officers. The candidate receiving the most votes becomes the Secretary on January 1 of the year following the election.

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4.1.4 TREASURER

PURPOSE:

The Treasurer is the chief financial officer of the Section and serves to oversee, and provide accountability for, the finances of the Section, including its Research Conference Account.

TERM OF OFFICE:

Three years, beginning January 1.

RESPONSIBILITIES:

- In the spring, prepare preliminary budgets for the next year for the three Q&P accounts:
 - Q&P Section
 - Q&P Research Conference (QPRC)
 - Joint Q&P/SPES Account
- Before submitting these budgets, gain concurrence from the QPRC chair for the QPRC budget, from the SPES treasurer for the joint account, and from the Q&P Section chair.
- In the fall, prepare final budgets for the next year. Review with the Q&P chair elect before submitting.
 - Monitors and prepares summary reports to reconcile actual quarterly expenditures versus budget.
 - Owner of Financial Request Process (Section 5.4).
 - Identifies reasons for unexpected expenditures.
 - Informs the Chair of any unanticipated changes in spending.
 - Certifies availability of sufficient funds to cover any special requests from the Financial Requests Committee Chair (see Section 5.4).
 - Participates in fund raising efforts to meet financial requirements set by the Executive Committee.
 - Participates in bimonthly conference calls to communicate financial reports.
 - Attends ASA annual meetings in August.

CHECKLIST/TIMETABLE:

- July/August: Plan to attend ASA meetings.
 - Spring and fall: submit preliminary and final budget for the next calendar year according to the timetable specified by the ASA Director of Finance.
 - Quarterly: Receive statements from ASA and reconcile versus budget.
- Request for further information on expenditures can be forwarded to the ASA Director of Finance.

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- Prepare financial status report and present it at the Section Business Meeting held at the annual JSM.

QUALIFICATIONS:

Member of the Section in good standing. Willingness to assume responsibility for a three-year term.

RESOURCES AVAILABLE:

The Past Treasurer, the Chair and Past Chair, the ASA Director of Finance and this Operating Manual

ELECTION MECHANISM:

Candidates for Treasurer must be nominated by the Nominating Committee or selected by membership petition. Must be elected when the ASA holds its annual election of officers. The candidate receiving the most votes becomes the Treasurer on January 1 of the year following the election.

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4.1.5 REPRESENTATIVE TO THE COUNCIL OF SECTIONS

PURPOSE:

The Representative to the Council of Sections represents the interest of the Section and its members at the Council of Section meetings on matters that come before the Council of Sections.

TERM OF OFFICE:

Three years, beginning January 1.

RESPONSIBILITIES:

- To represent Section interests to the Council of Sections
- To attend all meetings and participate in all conference calls of the Council of Sections
- To report all activities of the Council of Sections at all Section meetings and conference calls.
- Member of Financial Request Committee (Section 5.4).

CHECKLIST / TIMETABLE:

- Throughout year, maintain liaison with Council of Sections and transmits a summary of their business activities to the Chair.
- In August, attends business meeting of the Council of Sections at annual ASA meeting.

QUALIFICATIONS:

Must be a Section member in good standing. Desirable to have experience in Section activities and in understanding of the role of the Council of Sections.

RESOURCES AVAILABLE:

Other Section representatives to the Council of Sections, ASA Director of Section Activities, Section Chair

ELECTION MECHANISM:

Must be nominated by Section Nominating Committee. Must be elected in ASA annual election of officers. The candidate receiving the most votes becomes the Representative to the Council of Sections on January 1 of the year following the election.

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4.1.6 PROGRAM CHAIR

PURPOSE:

The Program Chair represents the Section on the ASA Program Committee. The Program Chair handles all the responsibilities required for organizing and administering invited and contributed paper sessions at the annual Joint Statistical Meetings (JSM). Occasionally, the Program Chair provides input to program planning for other conferences of interest to Section members.

TERM OF OFFICE:

One year, beginning January 1, but work begins in June of the preceding year.

RESPONSIBILITIES:

- Work with the Continuing Education Chair and other ASA sections, in particular SPES, to help the ASA national office coordinate the scheduling of Q&P sponsored courses and sessions at the JSM to best eliminate conflicts with other courses and sessions of similar interest or draw.
- Serve as representative to the ASA Program Committee.

- Solicit suggestions for Section Invited Paper Sessions at the JSM, and make the final selections.
- Invite individuals to organize Section Special Contributed Paper Sessions for the JSM.
- Oversee the final preparation of Section Invited Paper Sessions and Contributed Paper Sessions for the JSM.
- Assign individual papers (supplied by the ASA Office) to contributed sessions and choose titles for the sessions.
- Solicit chairs for all Section contributed paper sessions.
- Provide information about the upcoming JSM program to Section members through use of the Section homepage, AMSTAT News, and the Section Newsletter.
- Provide final instructions to the session chairs, and be available to session chairs to assist with any late needs or emergencies.

CHECKLIST / TIMETABLE:

- In June, prior to taking office, begin soliciting ideas for invited sessions.
- In August, prior to taking office, attend ASA Program Committee Meeting at the JSM. Submit invited sessions and receive detailed instructions for completing the section program for the following year's JSM.
- In October, prior to taking office, complete all organization of invited sessions.
- In February, attend ASA Program Committee Meeting in Alexandria, VA to assign papers to contributed sessions.

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- In August, attend JSM; ensure all session chairs are in attendance; report on the program to the Executive Committee.
- Throughout year, participates in Executive Committee conference calls, as called by the Chair.

QUALIFICATIONS:

Must be a member of the Section in good standing. Ordinarily, should be the immediate past Program Chair-Elect. Should be acquainted with topics of interest to Section members.

RESOURCES AVAILABLE:

ASA meetings organizers, ASA staff, Program Chair-Elect, and Past Program Chair

ELECTION MECHANISM:

Automatic after previous election as Program Chair-Elect.

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4.1.7 PROGRAM CHAIR-ELECT

PURPOSE:

The Program Chair-Elect organizes Section invited paper sessions for the Joint Statistical Meetings that are to be held the year following the year served. The Program Chair-Elect assists the Program Chair as needed and becomes the Program Chair the year following the one served as Program Chair-Elect.

TERM OF OFFICE:

One year as Program Chair-Elect, beginning January 1, with a commitment to serve as Program Chair the following year.

RESPONSIBILITIES:

- Works with the Program Chair in helping develop the JSM program for the current year.
- Organizes roundtable luncheons at the Annual Meetings for the current year.
- Serves as the Q&P representative to the technical program committee of the Fall Technical Conference (pending full approval by all the FTC sponsors)
- Serves as a substitute for the Program Chair as needed.
- Obtains a good working knowledge of how the JSM program process works.
- Begins working in June on the program for the next JSM

CHECKLIST / TIMETABLE:

- In January, work with current Program-Chair about preparing for the FTC.
- In February, ideas for roundtable luncheons (5 to 10), are due to ASA.
- In second quarter, begin soliciting ideas for invited paper sessions for the following year.
- By August, have firm proposal for these invited sessions.
- In August, have allocated invited paper sessions and one or more sessions for the January competition well organized, including commitments from speakers and discussants.
- At JSM, present proposal at the Section Executive Committee; also attend the ASA Program Committee Meeting.
- In October, complete all organization of invited paper sessions.
- Throughout the year, participate in Executive Committee conference calls, as called by the Chair.

QUALIFICATIONS:

Must be a member of the Section in good standing. Must be willing to make a two-year commitment as Program Chair-Elect and Program Chair.

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RESOURCES AVAILABLE:

ASA Program Committee Chair, ASA staff, Program Chair.

ELECTION MECHANISM:

Candidates for Program Chair-Elect must be nominated by the Nominating Committee or selected by membership petition. Must be elected when the ASA holds its annual election of officers. The candidate receiving the most votes becomes the Program Chair-Elect on January 1 of the year following the election.

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4.1.8 PUBLICATIONS OFFICER

PURPOSE:

The Publications Officer coordinates the publication activities of the section. The Publications Officer acts as liaison to the ASA Office for the publication of section proceedings, and coordinates the submission of news items about the section in the Amstat News. The Publications Officer also serves on the ASA Subcommittee of Section of Publications Officers.

TERM OF OFFICE:

One year beginning January 1.

RESPONSIBILITIES:

Serves as liaison to the ASA Office on the publication of section proceedings. With input from Chair, Program Chair and Treasurer:

- Decides on prepublication price.
- Fills out Proceedings Response Form.
- Provides the ASA office with a mailing list (labels) of authors of papers to

be included in the Proceedings that are presented at conferences other than the Joint Statistical Meeting or ASA Winter Conference.

- Decides on final publication prices and size of press run.
- Coordinates submission of news items about the Section in the Amstat News
- Solicits, edits, and writes short news articles on section activities.
- Serves on the ASA Subcommittee of Section Publications Officers. This is a subcommittee of the ASA Committee on Publications.
- Promotes the section to existing and prospective section members via the web, Amstat News, and other publications.
- Participates in Executive Committee conference calls.

CHECKLIST/TIMETABLE

- Beginning of July, Proceedings Response Form due in ASA office.
- In July, address labels of authors of non-Joint Statistical Meeting papers due in ASA office.
- Beginning of August, ASA mails out paper submission information to authors.
- In mid-October, papers due at ASA office.
- In December, final publication prices and press runs agreed upon.
- Throughout year, use the following schedule to submit articles to Amstat News:

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Contact Appears

Person Responsible In Amstat

Responsible Person Topic Submission Date News

January 1 Secretary Report of Q&P February 1 March

Planning Meeting

February 1 Chair of Research Q&P Research March 1 April

Conference Conference Summary

March 1 Program Chair Joint Statistical Meeting April 1 May

Luncheon Round Table

Invited Papers

April 1 Program Chair Joint Statistical Meeting May 1 June

Contributed Papers

May 1 Continuing Ed Chair Short Courses at ASA June 1 July

Annual Meetings

June 1 Liaison with Fall Technical July 1

August/

Statistics Division Conference September

August 1 Secretary Annual Q&P Meeting September 1 October

Report

Fellows, newly elected

officers

October 1 Chair-Elect Tactical Planning November 1 December

November 1 Chair Chair's Report December 1 January

December 1 Publications Chair Q&P Proceedings January 1 February

QUALIFICATIONS:

Must be a member of the Section in good standing. Should have an interest in the clear

communication of information of interest to Section members.

RESOURCES AVAILABLE

ASA Director of Finance (for questions about proceedings finances), ASA Publications Manager, (for information on *Amstat News*), Past Publications Officer, and Section Chair

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ELECTION MECHANISM

Automatic after previous election as Publications Officer-Elect.

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4.1.9 PUBLICATIONS OFFICER-ELECT

PURPOSE:

The Publications Officer-Elect assists the Publications Officer as needed and becomes the Publications Officer the year following the one served as Publication Officer-Elect.

TERM OF OFFICE:

One year as Publications Officer-Elect, beginning January 1, with a commitment to serve as Publications Officer the following year.

RESPONSIBILITIES:

- Assist the Publications Officer as needed throughout year.
- Learn the key elements of serving as Publications Officer.

CHECKLIST/TIMETABLE

- In the Fall, contact the Publications Officer and the Newsletter Editors to see if assistance is needed to publish the December issue of the Newsletter.
- In the Spring, contact the Publications Officer and the Newsletter Editors to see if assistance is needed to publish the June issue of the Newsletter.
- Assist the Publications Officer as needed throughout the year to publish the Section Proceedings and to make submissions to *Amstat News*.

QUALIFICATIONS:

Must be a member of the Section in good standing. Desirable to have an interest in communicating information to Section members.

RESOURCES AVAILABLE

ASA Publications Manager, (for information on *Amstat News*), Director of Finance (for questions about proceedings finances), the Publications Officer, the Chair, and this Operating Manual.

ELECTION MECHANISM

Candidates for Publication Officer-Elect must be nominated by the Nominating Committee or by membership petition. Must be elected when the ASA holds its annual election of officers. The candidate receiving the most votes becomes the Publications Officer-Elect January 1 of the year following the election.

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4.1.10 PAST CHAIR

PURPOSE:

The position of Past Chair exists to capture and transfer the knowledge and experience gained during the person's term as Chair.

TERM OF OFFICE:

One year, beginning and ending with the term of the succeeding Chair.

RESPONSIBILITIES:

- Mentors the Chair and the Executive Committee.
- Updates the Operating Manual (see Section 5.1).
- Completes any special assignments given by the Chair.
- Chairs the Charter Committee (see Section 4.2.3).

CHECKLIST/TIMETABLE:

- Throughout the year, mentors and assists, especially at Executive Committee meetings and conference calls.
- By October 1, updates the Operating Manual with assistance from all current Section officers, and submits a corrected draft to the Secretary.

QUALIFICATIONS:

Same as for the Chair.

RESOURCES AVAILABLE:

The current Operating Manual.

ELECTION MECHANISM

Automatic after completing term as Chair.

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4.2 COMMITTEE CHAIRS

4.2.1 COMMITTEE ON NOMINATIONS CHAIR

PURPOSE:

The Chair provides leadership to, and is a key contact for the Nominating Committee. The purpose of the Nominating Committee is to nominate candidates for officers to be voted on by the Section members. The committee should nominate Section members who are qualified for the specific role, are willing and capable of performing the required work, and are able to free time in their schedules to participate in all Section activities.

TERM OF OFFICE:

One year, beginning January 1, although this individual's term on the Committee will be three years. The Chair may serve more than one year.

RESPONSIBILITIES:

- Coordinates all the meetings and discussions of the Committee on Nominations
- Obtains input from the Officers as to potential nominees
- Makes contact with potential nominees, along with Committee on Nominations
- Keeps the Chair apprised of progress
- Sends in final nominations to ASA headquarters

CHECKLIST/TIMETABLE:

- In July, clarify with Chair the composition of the Committee on Nominations and contact Committee members relative to the nominations required
- In August, at Annual meetings, request input from Officers, and if possible, have a short Committee on Nominations meeting to begin collecting potential nominees
- In late August, official letter from ASA headquarters should be received as to the exact nominations required, and deadlines. Begin contacting potential nominees in earnest. Frequent conference calls of the Committee on Nominations are recommended.
- In mid-September, complete slate of nominations is typically required at ASA headquarters.

QUALIFICATIONS:

Member of Section in good standing. Helpful to have experience on Committee on Nominations. Organized, and able to meet deadlines

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RESOURCES AVAILABLE:

Committee on Nominations, Section Chair and Officers, Articles VI and VIII.4.a of the Section Charter, which provide details of the nominating process and ground rules.

ELECTION MECHANISM:

The Chair-Elect is automatically Chair of the Nominating Committee. In addition, the two nominees for Chair-Elect, to be voted on in the current year, are expected to serve on the committee. The intent of these actions are to ensure that the incoming Chair is compatible with the nominated officers.

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4.2.2 COMMITTEE TO NOMINATE FELLOWS CHAIR

PURPOSE:

The Chair provides leadership to, and is the key contact for this committee. The purpose of the Committee to Nominate Fellows is to identify Section members who would be suitable nominees for the honor of Fellow of the Association.

TERM OF OFFICE:

Three years, beginning January 1, although this individual's term on the Committee will be three years. The Chair may serve more than one year.

RESPONSIBILITIES:

- Identifies Section members who might be potential Fellows
- Coordinates the preparation and submission of the nomination.
- Informs those making nominations for ASA Fellows on behalf of the Section that a key part of their responsibility is to inform the Chair of the ASA Fellows Committee decision within 2 weeks of receiving notification from that committee and prior to the Joint Statistical Meetings.

CHECKLIST / TIMETABLE

- By September, attempt to identify nominees and nominators.
- By early January, begin requesting letters of support.
- By March 1, submit nominations to the ASA Office.
- In mid-June, receive report on election results.

QUALIFICATIONS:

Fellow of the Association and member of the Section in good standing; organized and able to meet deadline.

RESOURCES AVAILABLE:

Section Chair and Officers, other Section members who are Fellows, ASA Committee on Fellows, and Article VIII, 4.b of the Section Charter.

ELECTION MECHANISM:

The Chair is appointed by the Chair of the Section. It is recommended that the most senior member of the Committee (in terms of service on the committee) be selected as Chair.

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4.2.3 CHARTER COMMITTEE CHAIR

PURPOSE:

The Chair provides leadership to, and is the key contact for this committee. The purpose of the Charter Committee is to review the Charter of the Section.

TERM OF OFFICE:

One year, beginning January 1.

RESPONSIBILITIES:

- Review the Section Charter on an annual basis, submitting necessary Charter revisions for vote by the Section membership.

CHECKLIST / TIMETABLE

- By August, submit suggested revisions, if any, to the Section Chair for approval by the Executive Committee.
- Not more than five years after the adoption of the Charter, conduct a complete review of the Charter and prepare a revision for membership approval.

QUALIFICATIONS:

Member of the Section in good standing, familiarity with the current Section Charter.

RESOURCES AVAILABLE:

Section Chair and Officers.

ELECTION MECHANISM:

The Past Chair automatically serves as the Chair of the Charter Committee, with the Chair and Chair-Elect serving as members.

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4.2.4 CONTINUING EDUCATION COMMITTEE CHAIR

PURPOSE:

The Chair organizes the continuing education courses and workshops offered by the Section at the annual Joint Statistical Meetings (JSM) and at other appropriate meetings, such as the Q&P Research Conference Committee. The Chair should also look for opportunities to promote Q&P continuing education via other media.

TERM OF OFFICE:

Three years, beginning January 1 but with responsibilities preceding the year of the Joint Statistical Meeting.

RESPONSIBILITIES:

- Appoints additional committee members as needed, subject to the approval of the Chair
- Solicit ideas for topics consistent with the Section strategic and tactical plans, and estimate financial risks associated with the selected topics.
- Solicit persons to deliver workshops and short courses at the JSM.
- Coordinate the workshops and courses with the ASA national office.
- Seek co-sponsorship of courses with other ASA sections or chapters.
- Write articles for the Section Newsletter and for Amstat News describing the workshops and courses.
- Encourage use of the Section homepage for individuals to comment on commercially-available short courses that might be of interest to members.

CHECKLIST / TIMETABLE

- Prior to August of the year preceding JSM, work with current CE Committee Chair to understand the course proposal process and begin soliciting ideas for topics.
- In August of the year preceding the JSM (at the current annual JSM),

- Attend the CE meeting for Sections held by the ASA Advisory Committee on Continuing Education
- Obtain the CE Program Proposal Guide at the CE meeting. This guide includes a detailed schedule of CE deadlines and forms.
- Look for interesting topics for CE courses and workshops, and establish contact with individuals who could deliver them.
- Attend the Section Tactical Planning meeting to understand the direction of the Section in the education area.
- In September of the year preceding the JSM, recommend to the Section Chair the topics and courses for presentation, and include an estimate of the financial risks associated with each choice.

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- In October of the year preceding the JSM, submit course and workshop proposals to the ASA Office of Education.
- In January, the ASA Office of Education decides on course and workshop offerings and notifies presenters and Sections.
- In February, presenters submit Acceptance, Agreement, and Co-Sponsorship forms to the ASA Office of Education. Presenters also submit requests for additional equipment or supplies, including projection panel and computer equipment.
- In March, presenters review draft of course and workshop advertisements.
- In May, ensure course and workshop descriptions appear in the Section News section of Amstat News, and in the Section Newsletter.
- In June, ensure that:
 - Course presenters submit camera-ready participant notebook materials, and one copy, to ASA Office of Education.
 - Workshop presenters submit one copy of participant workshop handout to ASA Office of Education.
- In July, handout packets for workshop participants are due at ASA.
- In August, courses and workshops are presented at the JSM. Participant handouts for workshops are due at registration desk at least 24 hours before presentation.
- In late August, ASA mails honorarium (if applicable) to presenters, and credits or debits Section account for co-sponsorship fees.
- In October, ASA Office of Education sends a summary of course and workshop participant evaluations to presenters and Sections.

QUALIFICATIONS:

Member of the Section in good standing, preferably with some background in education.

RESOURCES AVAILABLE:

- ASA Advisory Committee on Continuing Education and the ASA Office of Education. The CE Advisory Committee has responsibility for all the continuing education courses offered at the JSM, including selecting the courses and workshops to be offered, sending descriptions to Amstat News, and coordinating material for participants.
- The Section Chair can appoint members to the Section CE Committee to work with the Committee Chair.

- CE Chairs from other Sections.

ELECTION MECHANISM:

Appointed by Chair.

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4.2 5. Q&P RESEARCH CONFERENCE STEERING COMMITTEE CHAIR

PURPOSE:

The Chair provides leadership to, and is a key contact for this committee. The purpose of the Steering Committee is to provide for the continuity, stability, and continuous improvement of the Q&P Research Conference.

TERM OF OFFICE:

Three years, beginning January 1.

RESPONSIBILITIES:

- Appointing additional committee members as needed, subject to the approval of the Chair
- Maintaining the Conference Statement of Purpose
- Maintaining and improving the Conference Manual
- Maintaining and Improving Conference Policies and Guidelines
- Selecting hosts of the conference
- Defining the Responsibilities of the Organizing Committee
- Managing the Conference Fund
- Maintaining a Conference Archive including Conference Programs, Attendees, and Budgets
- Approval and Oversight of
 - (a) Offers to Host the Conference
 - (b) Conference Themes
 - (c) Conference Programs
 - (d) Conference Budgets and Expenses

CHECKLIST/TIMETABLE:

- June / July
 - (a) Review just-held conference
 - (b) Develop suggestions for improving conference policies and schedules
 - (c) Develop suggestions for improving conference manual
 - (d) Review results of Participant Satisfaction Survey
 - (e) Review final conference budget
 - (f) Select potential hosts for future conference(s)
 - (g) Make offers to host future conferences
 - (h) Review plans for student financial support
 - (i) Update conference
- August / September

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- (a) Implement suggestions for improving conference manual
- (b) Issued improved version of conference manual
- (c) Obtain commitment to host future conferences(s)
- (d) Send final conference financial report to ASA Finance Director
- (e) Review initial plans for next year's conference
- (f) Identify potential new Q&PR Steering Committee Members

- October / November
 - (a) Review theme, program and expenses for next year's conference
 - (b) Make sure that program and budget for next year's conference is sent to ASA Executive Director and Financial Director
 - (c) Invite new members to join Q&PR Steering Committee
- December
 - (a) Furnish names of recommended new Q&PR Steering Committee members to Q&PR Section Chair for official appointment
 - (b) Review publicity plans for next year's conference
- January / February
 - (a) Review theme, program, budget and publicity for upcoming conference
- March / April
 - (a) Final review of theme, program, budget, and publicity for upcoming conference
 - (b) Review operations for upcoming conference
- May
 - (a) Arrange annual Q&P Research Steering Committee meeting at Q&PR Conference

QUALIFICATIONS:

- Member of Section in good standing
- Familiar with Operations of Q&PR Conference
- Desirable to have been a member of a Q&PR Conference Organizing Committee
- Q&P Applied Research Experience

RESOURCES AVAILABLE:

- Q&P Operating Manual

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- Q&P Conference Manual
- Q&P Conference Fund
- Q&P Mary Natrella Fund for Supporting Student Participation
- ASA Office Support Obtained Through ASA Office Liaison

ELECTION MECHANISM:

Appointed by Chair

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4.2.6 MEMBERSHIP COMMITTEE CHAIR

PURPOSE:

The Chair provides leadership to, and is the key contact for this committee. The purpose of the Membership Committee is to assist the section in attracting and retaining members.

TERM OF OFFICE:

Three years, beginning January 1.

RESPONSIBILITIES:

- Recommend ways of attracting and retaining new members
- Appoints additional committee members as needed, subject to the approval of the Chair
- Develop an information flyer describing the section which would be available at ASA meetings and included in the ASA new member packet
- Develop and maintain a new member packet for new members which describes

the section, provides networking information, and points out opportunities for active involvement

- Write a yearly article in *Amstat News* describing the Q&P section and the opportunities it offers
- Write articles and notices for the Section Newsletter on section activities, member feedback, and the homepage
- Serve as a consultant for the Section homepage
- Attend Executive Committee meeting
- Participate in Executive Committee conference calls
- Obtain and summarize feedback from members
- Promote networking opportunities for members

CHECKLIST / TIMETABLE

- Accept direction from the Executive Committee on timing of activities
- Prepare flyer prior to the annual meeting

QUALIFICATIONS:

- Member of the Section in good standing
- Willingness to serve the section

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RESOURCES AVAILABLE:

- Staff at the ASA Office is available to mail and distribute materials

ELECTION MECHANISM:

Appointed by the Chair

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4.2.7 AMSTAT ONLINE ASSISTANT EDITOR FOR Q&P SECTION / WEB COMMITTEE CHAIR / WEBMASTER

PURPOSE:

The Webmaster serves as Amstat Online assistant editor for the Q&P Section, as Chair of the Q&P Section Web Committee, and as webmaster of the Q&P Section home page. The Webmaster also provides leadership on how to use telecommunication technology for making Section operations and communications more efficient and effective in serving Section members.

TERM OF OFFICE:

Three years, beginning January 1. (Nominations were made in 95 and 98)

RESPONSIBILITIES:

- Assists the associate editor for sections of Amstat Online on matters pertaining to the Q&P Section
- Has overall responsibility for the Section home page.
- Appoints additional web committee members as needed.
- Attends and participates in Executive Committee meetings when requested by the Section Chair.
- Publishes the Section home page using appropriate technology.
- Advises the Section on telecommunications technology.
- Advises the Section on strategic issues where technology could have an impact.

CHECKLIST / TIMETABLE:

- Throughout the year, works closely with the Amstat Online Associate editor for sections.
- Throughout the year, works closely with the Web Committee.

- Uploads information submitted by the Section Chair, Secretary, or others, in a timely fashion.
- In November, updates the report on the status of the homepage and recommends activities for the coming year (<http://web.utk.edu/~asaqp/webreport.html>).
- In December, receives an electronic version of the updated Section Operating Manual from the past chair, and uploads it to the home page.

QUALIFICATIONS:

- Member of Section in good standing.
- Familiar with the technology of the World Wide Web, including the use of HTML and the serving of a home page.
- Must have access to facilities and software for keeping the Section home page online.

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RESOURCES AVAILABLE:

- Amstat Online Editor
- Amstat Online Associate Editor for sections
- ASA Webmaster
- Webmasters for other sections
- Local system computer administrators
- Internet community at large.

ELECTION MECHANISM:

Appointed by Chair for a three year period. (Appointments in 1995, 1998, 2001, ...)

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4.2.8 MARY G. NATRELLA SCHOLARSHIP FUND CHAIR

PURPOSE:

The purpose of the Mary G. Natrella Scholarship Fund Committee is to identify students who are interested in Quality issues that wish to attend the yearly Quality and Productivity Research Conference (QPRC), and to provide those students with a scholarship to do so. The chair provides leadership to, and is the key contact for, this committee.

TERM OF OFFICE:

Three years, beginning January 1.

RESPONSIBILITIES:

- Announce the availability of the scholarship through articles and emails
- Receive scholarship applications
- Select scholarship recipients
- Award the scholarships to the students.

CHECKLIST / TIMETABLE:

- Write articles to announce the availability of the scholarship October
- Send email announcement to people on the QPRC mailing list November
- Publish articles announcing the availability of the scholarship in
 - Q&P/SPES News newsletter October 25
 - Amstat News December 1
 - Caucus for Women in Statistics Newsletter January 10
- Receive student applications February 28
- Send student applications to selection committee March 10
- Announce scholarship winners April 30

QUALIFICATIONS:

- Member of Q&P Section in good standing.

RESOURCES AVAILABLE:

Section Chair and Officers, people who knew Mary and are interested in the Scholarship, Joseph V. Natrella.

ELECTION MECHANISM:

Appointed by Chair for a three year period. (First appointment in 1999)

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4.3 ADDITIONAL POSITIONS

4.3.1 Q&P/SPES NEWS SENIOR NEWSLETTER EDITOR

PURPOSE:

The Q&P/SPES NEWS Senior Newsletter Editor coordinates the publication of Q&P/SPES NEWS, the joint newsletter of the Q&P section and the Section of Physical and Engineering Sciences. The newsletter is one of the main methods of communication for the members of the Q&P section. It is published twice a year, in June and December.

TERM OF OFFICE:

The SPES/Q&P NEWS Senior Newsletter Editor is a rotating position between the SPES and Q&P sections of the ASA. The Senior Newsletter Editor has a three-year term of office, beginning January 1. SPES provided the Senior Newsletter Editor for 1995-97, Q&P provided the Senior Newsletter Editor for 1998-2000, and SPES will provide the Senior Newsletter Editor 2001-2003, etc. There is no limit to the number of years a person can hold the position of Senior Newsletter Editor.

RESPONSIBILITIES:

- Set deadlines for newsletter article submissions.
- Remind Q&P and SPES Associate Newsletter Editors of deadlines for submission.
- Work with ASA Publications Department to coordinate printing of newsletter.
- Receive all articles and officers directory in word processing format from Q&P and SPES sections.
- Review all submissions for content and correct spelling, punctuation, and glaring grammatical errors.
- Organize submissions by Section and subject. Make a draft layout of the newsletter with estimates of article placements.
- Send all article files, draft layout, and camera-ready copies of figures, photos, etc. to ASA Publications Department.
- Coordinate with the ASA Publications Department on the newsletter layout. Answer questions regarding printer costs and schedule.
- Proofread typeset copy and make corrections. Send typeset copy to Associate Newsletter Editors for their review.
- Ensure labels are printed from the ASA office for all Q&P only, SPES only, and joint SPES/Q&P members. Work out any problems in the process. Coordinate with ASA Publications on mailing of newsletters to foreign members.
- Summarize all costs associated with each newsletter publication and mail information to Q&P and SPES Officers: Chair, Chair-Elect, Secretary, Treasurer, and Associate Newsletter Editors.
- Participate in the activities of the Q&P Executive Committee, when solicited.
- Estimate newsletter budget and send information to Q&P and SPES Treasurers.

- Participate in ASA meetings of Section Newsletter Editors at the JSM.

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- Send four copies of the newsletter to the Chapter and Section Relations Officer at the ASA office for inclusion in the Section Newsletter Binders for Q&P and SPES.
- Participate in long range planning for the Section by contributing ideas via letter and/or attending planning meetings.
- At the end of the term of office, improve this job description and submit to incoming Chair-Elect.

CHECKLIST / TIMETABLE:

- Set deadline for June issue and notify Associate Newsletter Editors. February 1
- Gather articles from Associate Newsletter Editors. April 30
- Combine all articles and draft layout.
- Send draft layout to ASA Publications Department. May 15
- Work with ASA Publications Department on issue.
- Send typeset newsletter to Associate Newsletter Editors for review. May 30
- Spring issue in mail. 2nd Week in

June

- Contact Webmasters 2 weeks after newsletter is mailed to link to web pages.
- Send cost information to Section Chairs and Treasurers.
- Send 4 copies of newsletter to Chapter & Section Relations Coordinator at the ASA office for the master Section Newsletter binders.
- JSM - attend Q&P Executive Meeting and ASA Newsletter Editors meeting.

August

- Set deadline for December issue and notify Editors. September 1
- Gather articles from Associate Newsletter Editors. October 30
- Combine all articles and draft layout.
- Send draft layout to ASA Publications Department. November 15
- Work with ASA Publications Department on issue.
- Send typeset newsletter to Associate Newsletter Editors for review. November 30
- Fall issue in the mail. 2nd week in

December

- Contact Webmasters 2 weeks after newsletter is mailed to link to web pages.
- Send cost information to Section Chairs and Treasurers.
- Send 4 copies of newsletter to Chapter & Section Relations Coordinator at the ASA office for the master Section Newsletter binders.
- At the end of the term of office, improve this job description and submit to incoming Chair-Elect.

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Matrix of Newsletter Features

Feature Responsibility Spring Fall

Chair's Message Chair X X

List of Officers & Committee Chairs Associate Newsletter Editor X X

Associate Newsletter Editor's Message Associate Newsletter Editor X X

Continuing Education Update CE Chair X X
 Current year JSM Program
 Activities and Summary Table/Success Report
 JSM Program Chair
 X
 X
 Next year JSM Program
 Calls/Planning
 JSM Program Chair-elect
 X
 X
 Seen Elsewhere X X
 Feature Articles X X
 Web Page Information (optional) Webmaster X X
 Council of Sections Report COS Representative X X
 Q&P Research Conference Report/Program QPRC Chair, Q&P X X
 Mary G. Natrella Scholarships Natrella Fund Chair, Q&P X X
 Fall Technical Conference Update by SPES FTC Program Chair, SPES X X
 Chemometrics Committee Report Chemo Chair, SPES X X
 Industrial Speakers Program ISP Chair, SPES X X
 Fellow Nominations, Call Fellows Chair X
 Best Presentation Awards SPES Awards Chair, SPES X
 Deming Lecturer Introduction X
 Hunter Award Announcement X
 Chair-elect Message (optional) Chair-elect X
 Treasurer's Report Treasurer X
 Spring Research Conference Program SRC Program Chair, SPES X

Person responsible for each feature is noted. For features with no designation, it is the responsibility of the Associate Newsletter editor to find an appropriate source for the feature. It is the Associate Newsletter editor's responsibility to notify individuals responsible for features.

QUALIFICATIONS:

- Must be a member of the Q&P Section and a Regular member of ASA.
- Must be able to commit the time and resources to edit a newsletter twice a year.
- Must have good spelling, math, and grammatical skills. Must be aware of keeping newsletter costs in-line with newsletter budget.

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RESOURCES AVAILABLE:

- Matrix of newsletter features (see Checklist/Timetable)
- Past Newsletter Editors
- List and copies of previous newsletters
- Summary of past Q&P contributions to the joint Q&P/SPES newsletter (see Appendix)

ELECTION MECHANISM:

The Q&P/SPES NEWS Senior Newsletter Editor is appointed by the Q&P Chair or by the SPES Chair, as indicated in the Term of Office.

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4.3.2 Q&P ASSOCIATE NEWSLETTER EDITOR

PURPOSE:

The Q&P Associate Newsletter Editor helps the Senior Newsletter Editor coordinate the publication of Q&P/SPES NEWS, the joint newsletter of the Q&P section and the Section of Physical and Engineering Sciences. The newsletter is published twice a year, in June and December. The newsletter is one of the main methods of communication between the Q&P section and its members.

TERM OF OFFICE:

Two years. There is no limit to the number of years a person can hold the position of Q&P Associate Newsletter Editor.

RESPONSIBILITIES:

- Solicit articles and columns for the newsletter.
- Remind regular contributors (e.g. chair, JSM Program Chair) of deadlines for submission.
- Work with the Senior Newsletter Editor to identify possibilities for submission and solicit.
- Try to solicit at least one “feature article” for each issue.
- Update Q&P officers directory to ensure accuracy of phone numbers and e-mail addresses.
- Review all submissions for content and correct spelling, punctuation, and glaring grammatical errors.
- Submit all articles in a word processing format (such as Wordperfect) to the Senior Newsletter Editor.
- Send camera-ready copies of all figures, graphs and photos to the Senior Newsletter Editor.
- Proofread typeset copy from the Senior Newsletter Editor and make corrections.
- Participate in ASA meetings of Section Newsletter Editors at the JSM.
- Participate in long range planning for the Section by contributing ideas by letter and/or attending planning meetings.
- At the end of the term of office, improve this job description and submit to incoming Chair-Elect.

CHECKLIST / TIMETABLE:

- Gather articles from chairs and columnists for Spring issue.
- Proofread and review all articles

February -

April

- Send all articles to Senior Newsletter Editor in electronic, word processing format. Also send camera-ready copies of all photos and figures. Include a hard-copy printout of all articles

April 30

- Review typeset copy of newsletter from Senior Newsletter Editor May 30
- Gather articles from chairs and columnists for Fall issue. Proofread and review all articles

August -

October

- Send all articles to Senior Newsletter Editor in electronic word processing November 1

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format, and as hard-copy printout. Also send camera-ready copies of all photos and figures.

- Review typeset copy of newsletter from Senior Newsletter Editor November 30
- At the end of term of office, improve this job description and submit to

incoming Chair-Elect.

Matrix of Newsletter Features

Feature Responsibility Spring Fall

Chair's Message Chair X X

List of Officers & Committee Chairs Associate Newsletter Editor X X

Associate Newsletter Editor's Message Associate Newsletter Editor X X

Continuing Education Update CE Chair X X

Current year JSM Program

Activities and Summary Table/Success Report

JSM Program Chair

X

X

Next year JSM Program

Calls/Planning

JSM Program Chair-elect

X

X

Seen Elsewhere X X

Feature Articles X X

Web Page Information (optional) Webmaster X X

Council of Sections Report COS Representative X X

Q&P Research Conference Report/Program QPRC Chair X X

Mary G. Natrella Scholarships Natrella Fund Chair X X

Fellow Nominations, Call Fellows Chair X

Deming Lecturer Introduction X

Hunter Award Announcement X

Chair-elect Message (optional) Chair-elect X

Treasurer's Report Treasurer X

Person responsible for each feature is noted. For features with no designation, it is the responsibility of the Associate Newsletter editor to find an appropriate source for the feature. It is the Associate Newsletter editor's responsibility to notify individuals responsible for features.

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QUALIFICATIONS:

- Must be a member of the Q&P Section and a Regular member of ASA.
- Must be able to commit the time and resources to edit a newsletter twice a year.
- Must have good spelling, math, and grammatical skills. Must be aware of keeping newsletter costs in-line with newsletter budget.

RESOURCES AVAILABLE:

- Matrix of newsletter features (see Checklist/Timetable)
- Past Newsletter Editors
- List and copies of previous newsletters
- Summary of past Q&P contributions to the joint Q&P/SPES newsletter

ELECTION MECHANISM:

The Q&P Associate Newsletter Editor is appointed by the Q&P Chair.

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4.3.3 SECTION LIAISON WITH ASQ STATISTICS DIVISION

PURPOSE:

To facilitate communication, prevent duplication of effort, coordinate joint ventures, and link strategies between the Section and ASQ Statistics Division.

TERM OF OFFICE:

One year, beginning January 1, with the possibility of a single one-term extension.

RESPONSIBILITIES:

- Attends the Section Executive Committee meetings held in August at the annual Joint Statistics Meetings, and participate, as required, in the Executive Committee conference calls
- Attends at least one of the ASQ Statistics Division Council meetings; these are generally held at the ASQ Annual Quality Congress in May and at the Fall Technical Conference in October.
- Participates in long-range planning activities of both the Section and the ASQ Statistics Division.
- Submits an article about Statistics Division activities in at least one issue of the Section Newsletter.
- Communicates key decisions and activities of each group to the other.

CHECKLIST / TIMETABLE:

- In May, attends Statistics Division meeting held at ASQ Annual Quality Congress
- In August, attends Section meetings held at annual JSM.
- In October, attends Statistics Division meeting held at ASQ Fall Technical Conference.
- Throughout year, participate in conference calls of Section and Statistics Division, as necessary.

QUALIFICATIONS:

Must be a Section member in good standing. Necessary to be able to attend the Section and ASQ meetings specified under Responsibilities.

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RESOURCES AVAILABLE:

Section and Statistics Division Operating Manuals, especially Vision and Mission statements. Reports of past Liaison Officers.

ELECTION / APPOINTMENT MECHANISM:

The liaison is jointly appointed by the Section Chair and the Statistics Division Chair (with the approval of the Division Council).

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4.3.4 SECTION LIAISON WITH MALCOLM BALDRIGE NATIONAL QUALITY AWARD

PURPOSE:

To facilitate communication between the Q&P Section and the Malcolm Baldrige National Quality Award (MBNQA) Office.

TERM OF OFFICE:

One year, beginning January 1, with the possibility of extensions.

RESPONSIBILITIES:

- Attends the Section Executive Committee meetings held in August at the annual Joint Statistics Meetings, and participates, as required, in the Executive Committee conference

calls.

- Submits an article/notices about MBNQA in at least one issue of the Section Newsletter.
- Communicates key news and activities of MBNQA to the section.
- Provides a personal connection to and material from the Baldrige Office for those interested.

CHECKLIST / TIMETABLE:

- In January, forwards the Baldrige Stock study.
- In January through March communicates to the Q&P section information regarding the "Quest for Excellence Conference" on the recent Baldrige recipients.
- In January through March communicates information and schedule regarding regional Baldrige Conferences.
- In September, communicates the Seeking Applicants for Board of Examiners press release/announcement.
- In November, communicates the Baldrige Award recipients announcement.
- In December, communicates the updated MBNQA criteria.
- Throughout year, communicates other announcements as needed.

QUALIFICATIONS:

Must be a Section member in good standing. Necessary to be able to attend the Section meetings specified under Responsibilities. Preferred qualification is experience with the MBNQA office.

RESOURCES AVAILABLE:

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Section Operating Manuals, especially Vision and Mission statements and assistance from the Outreach and Communications Team, Baldrige National Quality Program, National Institute of Standards and Technology.

ELECTION / APPOINTMENT MECHANISM:

The liaison is appointed by the Section Chair.

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5.0 KEY PROCESSES

5.1 UPDATING THE OPERATING MANUAL

PROCESS OWNER:

Past Chair

PURPOSE:

Ensure that the Operating Manual is kept up to date, and continuously improved.

PROCESS DESCRIPTION:

- The electronic version of the Manual will be maintained on the Q&P Website, and will be the "official" version of the Manual.
- The Manual will be updated annually, unless the Q&P Executive Committee directs that it be done in mid-year for key changes.
- The organizational list of names and phone/fax/email will be updated continuously by the Secretary, who will update the Web Committee as changes occur. This documentation will be managed separately from the Manual.
- The Secretary will also maintain a current electronic copy of the Manual. (Note that hard copies are not distributed. Those wishing hard copies may download them from the Website.)
- In July, the Past Chair will solicit, from all Section Officers and Committee

Chairs, upgraded job descriptions, as well as any other suggestions for improving the Operating Manual.

- The Chair will include review of the revised Manual in the agenda for the Section Executive Committee meeting held at the ASA Annual Meeting. The purpose of this review is to capture any corrections, issues, or suggestions for the Manual.
- All changes should be received by the Past Chair by October 1.
- The Past Chair will review, and if necessary, edit these suggestions. Any changes which appear to be significant changes to policy or procedure will be reviewed with the Executive Committee prior to being implemented. The changes will be sent to the Web Committee by November 1.
- The Web Committee will update the Manual by December 1. The revision date should be clearly noted on the Manual. Any substantive changes should be noted in a page at the beginning of the Manual.

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5.2 COMMUNICATIONS PROCESSES

PROCESS OWNER:

Chair

PURPOSE:

Ensure sufficient communications among officers and committees to keep plans moving smoothly, and promptly address any issues which arise. Also, to promptly keep in touch with Section members, and other customers.

COMMUNICATIONS BETWEEN OFFICERS AND COMMITTEES

The primary means of communications between Section officers and committee chairs is through telephone conference calls. These should be held as often as necessary, but typically will be held every 2-3 months. It is recommended that the calls be arranged by staff at the ASA national office.

Most conference calls should focus on progress made on the key tactical plans of the Section, and on urgent issues confronting the Section. Perhaps once a year a call could be devoted to detailed updates on ongoing activities of the Section. A recommended agenda for a conference call is as follows:

- (a) Roll call and agenda revision
- (b) Review of action items from last call
- (c) Updates on current tactical plans
- (d) Other urgent issues
- (e) Schedule next call

COMMUNICATIONS WITH SECTION MEMBERS

Many of the processes for communications with Section members are discussed elsewhere, such as in the job descriptions for Newsletter Editor, Publications Chair, Membership Committee Chair, and Webmaster. A key opportunity for the Section Chair to communicate with members exists at the Section business meeting (and open mixer) held at the annual ASA meetings. This event can be used to solicit feedback and input from members, and to communicate important issues to them. The Chair also can publicize upcoming Section activities in the Section portion of the Amstat News, and in the Chair's report included in the Section Newsletter.

COMMUNICATIONS WITH NON-SECTION MEMBERS

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The processes for communicating with non-Section members are mainly discussed in the job descriptions for Webmaster, Council of Sections Representative, and Liaison to ASQ Statistics Division. The Chair, however, is responsible for resolving any communications problems that arise, such as in finding an appropriate staff contact for Section activities at the ASA national office.

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5.3 STRATEGIC & TACTICAL PLANNING PROCESS

PROCESS OWNER:

Chair-Elect

PURPOSE:

To set and update long term direction, and develop tactical plans to achieve this direction.

PROCESS DESCRIPTION:

- The Strategic Planning Process produces the Section long term direction (Chapter 2 of the Operating Manual). This includes the Charter, Vision, Mission, and Strategy.
- The Tactical Planning Process produces tactical (1 year) plans of specific projects to implement the strategy, and achieve the vision and mission.
- A Section Strategic Planning one-day meeting should be held every year at the Q&P Research Conference. The conference is traditionally held in May or June. The location of the meeting, at the conference site, changes every year. The Chair-Elect has overall responsibility for arranging the meeting and its duration, and meeting goals, agenda, and minutes. The Chair-Elect coordinates the room for the meeting and the food with the conference chair. The entire Executive Committee is invited. Other key contributors are invited at the discretion of the Chair-Elect. The Section Operating Manual provides the primary input to the meeting (chapters 2 and 6), and the Chair-Elect has overall responsibility for updating these sections (2 and 6) after the meeting.
- A Section Tactical Planning meeting should be held every year. It should identify, and develop tangible plans for, the key projects the Section will focus on in the following year. It should also be organized by the Chair-Elect, and include as many Executive Committee members as possible. The ASA Annual Meetings may be the most convenient timing. Summaries of the tactical plans from previous years are included in Section 6.0.

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5.4 FINANCIAL REQUESTS PROCESS

PROCESS OWNER:

Treasurer

PURPOSE:

Financial requests are an opportunity for the Section to further the promotion of quality and productivity by individuals and organizations external to the Section. Requests for financial support are only considered if the Section has sufficient funds so that none of the current and proposed Section activities are compromised.

COMMITTEE:

All requests for financial support by individuals or groups external to the Section are forwarded to the Financial Request Committee, consisting of the Treasurer (Committee Chair), the Chair-Elect, and the Section Representative(s) to the Council of Sections.

Copies of the Request are sent to the Section Chair and the Secretary.

PROCESS DESCRIPTION:

- Certification of sufficient funds to cover the request must be made by the Section Treasurer in advance of approval of expenditures. The Financial Request Committee will gather any needed information and prepare a written recommendation on the request. The recommendation will include specific benefits and possible drawbacks to the funding request. The recommendation will also include the majority recommendation of the committee and a minority statement, if any. The recommendation will be forwarded to the Section Chair for action, normally within four weeks of receipt of the funding request by the Committee Chair.
- The Section Chair will add discussion of the funding request to the next regularly scheduled Section Executive Meeting or Conference Call. Ordinarily, all funding requests will only be approved following discussion by the Executive Committee. In rare instances when (a) urgency and (b) nominal funding (less than \$500) are required, the Chair, Chair-Elect, Secretary, Treasurer, and Section Representative can form an Interim Approval Committee and approve funding requests on behalf of the Executive Committee provided that support for the request is unanimous by these officers of the Section. The Chair will in such circumstances report funding approval to the Executive Committee at its next regularly scheduled meeting.

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GUIDELINE CRITERIA FOR FUNDING

The highest priority for funding and the strongest recommendations from the Funding Request Committee should be those for which the following criteria are all answered (a). Ordinarily, a single (c) response should lead to a recommendation not to fund the request.

1. Is the stated purpose for funding consistent with the vision, mission and strategy of the Section?

- (a) Clearly consistent.
- (b) Partially consistent.
- (c) Not Consistent.

2. Is there sufficient assurance that the funds will be used for the stated purposes?

- (a) Yes, due to the required auditing or reporting.
- (b) Yes, due to other considerations.
- (c) No.

3. Do the requested funds add value to the endeavor?

- (a) Value is clearly added.
- (b) Value is potentially added.
- (c) No.

4. Does the Section receive recognition for its contribution?

- (a) Yes, in the printed materials for the endeavor.
- (b) Yes, in other ways.
- (c) No.

5. Is this a unique endeavor or a routine or ongoing activity?

- (a) Highly unique in content, application, or audience.
- (b) Not novel but a clear improvement over similar endeavors.

(c) Routine or ongoing.

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TACTICAL PLANNING SUMMARY

6.1 SUMMARY OF 1998 TACTICAL PLANNING MEETING (FOR 1999)

Thomas J. Boardman, 1998 Chair-Elect

Colorado State University

Eleven members of the Quality & Productivity Section attended this session on August 9, 1998 at

the JSM in Dallas. Our task was to consider the tactical plan which our section has prepared over the last four or five years, make additions and changes and then set assignments. As is our custom

the Chair-Elect facilitates this meeting.

We began by asking Joe Voelkel to review past Tactical Planning (TP) meetings to help us focus our

attention on items discussed in the past and perhaps items which were not considered. He prepared

for this discussion by reviewing the minutes of our section and these summaries of past meetings.

We found this summary to be very helpful and suggest that someone, likely the Secretary, should plan to do this at the beginning of each Tactical Planning meeting.

A subset of the Executive Committee and one or two others had met just prior to the Quality & Productivity Research Conference in Santa Rosa, CA in mid May 1998 to review and discuss changes to our Mission and Vision statements. At the TP meeting in Dallas we again considered our

Mission Statement. The current working version of our revised Mission Statement is: "To promote

quality and productivity through the development, teaching, and proper application of statistical thinking and tools, with particular emphasis on customer focus, and process thinking, characterization, and improvement." Our Chair-Elect for 1999, Geoff Vining, is working with a subset of the Executive Committee to tighten up the wording. We expect his report to the entire committee in early 1999.

We then moved on to consider other issues. We decided to ask members of the planning session to

research several topics. (Details of the assignments are included on the homepage under "Minutes

for the Tactical Planning Meeting of August 9, 1998.) The general area of communications had several areas for consideration including; 1) creation of a section email list, 2) improvements to the

joint Newsletter with SPES, 3) further improvements and additions to our outstanding homepage, and 4) creation of "How-To" books. Since the Quality & Productivity Research Conference is one of

the main activities of the section, we have several groups looking at ways to 1) increase attendance,

2) publish abstracts and/or papers from the conference, and 3) make this conference as well known

to all as the Fall Technical Conference. We are still attempting to learn more about who are members are. With this in mind Susan Devlin and Veronica Czitrom are undertaking an examination of the demographics of our membership. Progress on each group is expected to be reported during our conference call in December.

6.2 SUMMARY OF 1996 TACTICAL PLANNING MEETING (FOR 1997)

Lynne B. Hare, 1996 Chair-Elect

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National Institute of Standards and Technology

Sixteen dedicated members of the Section on Quality and Productivity took time during the Joint Statistical Meetings in Chicago to update the Section's tactical plan, commencing new initiatives for

the next year. Keying on the style of last year's tactical planning meeting led by Roger Hoerl (Q&P

Chair), Lynne Hare, chair-elect, guided the group effort.

We began with a review of the Section vision, mission and key strategies and then went on to a discussion of last year's accomplishments. These fell into 4 categories: Continuing Education, Emerging Technologies, Communications and ASQ Statistics Division Liaison which were summarized by Veronica Czitrom, Lynne Hare, Innis Sande and Roger Hoerl, respectively.

Then we went on to a brainstorming exercise, generated many new ideas and boiled them down to 4

new tactical areas. These are Communications (via the World Wide Web and other methods) led by

Tom Boardman with Ramon Leon and Roger Hoerl; Emerging Technologies (redefined), led by Lynne Hare with Susan Devlin and Geoff Vining; Improving Statistical Education, led by Carolyn

Morgan with Pat DeFeo, Jeff Hooper, Jim Hess, Veronica Czitrom and William Lestingier; and Membership Retention/Expansion led by Innis Sande with Eileen Boardman and Joe Voelkel.

Each of

these groups worked to define (1) its purpose and (2) specific actions to be taken. Progress of each

group will be reported in the near future.

For more detail about this meeting, please visit the ASA Q&P Web site. The URL is:

<http://funnelweb.utcc.utk.edu/~asaqp/>

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6.3 SUMMARY OF 1995 TACTICAL PLANNING MEETING (FOR 1996)

Roger Hoerl, 1995 Chair-Elect

General Electric Company

I would like to thank Bob Mason and the rest of the 1995 officers for their efforts to bring ASA Q&P this far. While there is much to be proud of, we still have a long way to go to achieve our Vision, Mission, and Strategy. Since Bob will elaborate on the 1995 activities and accomplishments, I would like to focus on the key initiatives for 1996. These initiatives were developed at the Section's Tactical Planning Meeting, held at the Orlando ASA meetings. The plans are "Tactical" in the sense that they are only one year plans, based on our existing long term direction (Vision, Mission, and Strategy). These initiatives will be the primary focus of the Section in 1996, along with maintaining and improving our current activities. Details of our long term plans were reported in the last Newsletter, and are printed on our Section brochure.

After extensive discussion and review of our membership survey results, we prioritized four key initiatives for 1996. We believe these are the highest leverage, and are the activities with the most impact and ability to add value for our customers, and achieve our long term direction. The key initiatives for 1996 are as follows:

ENHANCING COMMUNICATION WITH/BETWEEN OUR MEMBERS

The purpose of this project is to determine the most viable means of enhancing communication between the Section and our members, as well as between members directly. The joint Newsletter with SPES is one existing mechanism, hence this team will focus on additional opportunities. Tim Read will lead this effort, with Innis Sande and Teri Crosby.

CONTINUING EDUCATION

This project will identify vehicles to provide continuing education opportunities to our members. This will include, but not be limited to, continuing education courses at the annual meetings. Veronica Czitrom will lead this effort, with Steve McGuire and Jim Hess.

PARTNERSHIP WITH ASQ STATISTICS DIVISION

The purpose of this project is to leverage existing activities of the Statistics Division of the American Society For Quality Control (ASQ) within the Q&P Section, and visa versa. Since the Statistics Division is a statistical group within a quality organization, and we are a quality group within a statistical organization, there are obvious opportunities to leverage each other's efforts without being redundant or in competition. I will be leading this effort with Bob Mason, Bobby Mee, and Lynne Hare.

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EMERGING TECHNOLOGIES

This project will attempt to enhance the effectiveness of the Section through the use of emerging technologies. The worldwide web is one example of an emerging technology. While the other key initiatives are "products", or "whats", this effort is a "method", or "how". In itself, it will not directly provide value to our customers, but is intended to be applied to several other projects to make them more effective in providing value. Lynne Hare will lead this effort, with Steve Zayac and Susan Devlin.

We intend to publish more detailed outlines of these plans, as well as status reports, in the next Newsletter. Please feel free to contact the leaders of these projects with any ideas, or if you would like to get involved. I look forward to a challenging and rewarding 1996.

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APPENDIX A

History of the Q&P Section

ASA HISTORY

History of the Section on Quality and Productivity of the American Statistical Association

GERALD J. HAHN, THOMAS J. BOARDMAN, and DAVID FLUHARTY

"The vital importance of statistical approaches to the quality and productivity of manufacturing, conference, research, and service has gained new recognition in recent times." This was the first sentence of the preamble for the "manifesto" of the American Statistical Association's (ASA) new committee for the Enhancement of the Role of Statistics in Improving Quality and Productivity in the United States. What events led to the establishment of this committee and, soon thereafter, to the creation of a new ASA Section? In a letter to the editor in the May 1981 issue of *The American Statistician*, W. Edwards Deming pointed out that statisticians, among others, have a too narrow view of

"quality control." Responding to the suggestion that the statistics curriculum should have "a course in quality control," he remarked: "the fact is that quality control embraces all the activity of statistical theory that a person can bring to bear on service industries and on the economic manufacturing of products to improve our lives." Deming and many others were suggesting that the statistical profession must be involved in quality improvement. Moreover, Deming challenged us with the question: "Do you know of any statisticians that have a faint understanding of what only they can contribute to American industry to halt the decline?" The challenge was clear. Discussions of how the statistics profession could become more involved in quality improvement issues often occurred at the Fall Technical Conference, cosponsored, for many years, by the ASA Section on Physical and Engineering Sciences (SPES) and the Chemical and Process Industries Division of the American Society for Quality Control (ASQ). (In the early 1980s the newly created Statistics Division of ASQ also became a co-sponsor.) During the 1982 Fall Technical Conference, Tom Boardman, Bill Hill, Bill Hunter, Stu Hunter, Brian Joiner, Ron Snee, and others met informally to discuss what could be done.

This group received encouragement from others such as Dick Anderson, George Box, Mike Free, Bob Hogg, Bill Lawton, and Fred Leone. Various attempts were subsequently made by Boardman, Hogg, Snee, as well as ASA presidents Anderson, John Neter, Richard Savage, and others to establish a joint course of action with ASQ, and some initial encouragement was received. (Although a single effort did not materialize, an excellent working relationship has since been developed with ASQ's Statistics Division.)

In his 1983 ASA presidential address, Anderson stressed the topic of the profession's involvement in the improvement of quality and productivity. In addition, he asked several ASA members to discuss how "to get statistical quality control back on track in the U.S." Later that year, Anderson appointed Boardman (chair), Richard Freund, Bill Golomski, Hogg, Gary McDonald, and Snee to serve as an ad hoc committee to draw up a charge to justify creation of a Committee on Product Quality and Industrial Productivity.

The group recommended that a separate committee, reporting directly to the ASA Board, be formed, and outlined its charge, activities, composition, and procedures. The goal was to create a catalyst that would span every function of ASA to help organizations improve quality. At its January 1984 meeting, the ASA Board agreed to the formation of the committee, but decided to make it ad hoc at least for the first year--a restriction that was soon forgotten! A leader, preferably from industry, was sought. Gerry Hahn was fortunate to obtain the support of his management at GE for him to devote the time required to get the Section off to a fast start, and become the committee's first chairman. Boardman agreed to serve as co-chairman. Their aim was to make this committee a dynamic and proactive undertaking. Hahn and Boardman built upon the original study group and soon obtained the commitment of about 45 leaders in the field. Next, in true statistical style, they conducted a survey to determine key areas in which the committee should be engaged. The criteria were the importance of the subject area, the willingness of the respondents to contribute to a subcommittee on the subject, and how well the topic was

already being handled by others. This led to the following proposed key activities:

- Identify and promote mechanisms to focus industrial awareness of the role of statistics in improving quality and productivity;
- Lay the groundwork for and help implement appropriate mechanisms for teaching the role of statistics in improving quality and productivity directed at engineering/science students and instructors in colleges and high schools, non-statisticians in industry, and future statisticians at the B.S., M.S., and Ph.D. levels;
- Lay the groundwork for and help implement the gathering, editing, and publication of a collection of outstanding case studies in which statistics helped improve quality and productivity;
- Promote and organize sessions on quality and productivity at national and regional meetings (sponsored or co-sponsored by ASA or one of its committees) including, perhaps, a session at the Annual Statistical Meetings;
- Promote and organize sessions on quality and productivity at national and regional meetings;
- Lay the groundwork for and help implement the development of brochures and presentations to explain to industrial management the role of statistics in improving quality and productivity.

As part of its work, the committee had to promote the exposition and exploitation of new ideas and methods arising from statistical research and development. The committee

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had to *lead*, and not just be a vehicle for the reiteration of current methodologies. The results of the survey provided benchmarks for the committee as well as constancy of purpose for the gigantic task ahead. More immediately, the survey also led to topics for discussion at the first meeting of a steering committee. This took place at ASA headquarters in Washington on June 11, 1984. At the meeting, it was decided to form subcommittees on Awareness, Education/Training, Measures of Productivity, Meetings, Policy Statement, Publications, and Research, led by Ed Schilling and Dave Sylwester, Blan Godfrey, Jerry Mark, Dave Moore, Bill Golomski, Bob Easterling, and Nozer Singpurwalla, respectively. The first meeting of the full committee took place at the 1984 Annual ASA Meetings in Philadelphia, and was attended by more than 100 persons. It was followed by two more steering committee meetings and the second full committee meeting in conjunction with the 1985 Annual ASA meetings in Las Vegas. Soon there were more than 200 members! Within a year, gentle hints were being received from ASA that we should consider Section status. Of course, setting up a bureaucracy and enlisting a host of enthusiastic members is one thing--getting the work done is quite another. It is a tribute to the dedication of the many individuals, volunteers--all with other prime job responsibilities--that things got done and continue to get done. Early accomplishments included:

- Formation of a yearly Research Conference on Quality and Productivity, along the lines of the Gordon Research Conference. This effort was a natural evolution of two conferences that had been previously sponsored by AT&T Bell Labs, and benefited from the enthusiastic leadership of Stu Hunter;
- Strong support of and participation in initiatives to improve statistical education, including the "Hogg Conference" on

Engineering Education, which took place at the University of Iowa in the summer of 1985 under the leadership of Bob Hogg, and various conferences on statistical education for business schools, under the leadership of Harry Roberts, George Tiao, and others; · Lobbying of ASA to assure a public relations initiative. This eventually led to the creation of the creation of the ASA Office of Scientific and Public Affairs.

In January 1986, Blan Godfrey, then of AT&T Bell Labs, became the committee leader. Godfrey, an active proponent of quality improvement, had important ties to management. He brought visibility and recognition to the work of the committee and to the role of statistics in quality improvement. He played a significant behind-the-scenes role in a 1987 *Business Week* article that focused on quality and included interviews with various committee members.

Godfrey appointed Dave Fluharty, then at the Ford Motor Company, to edit a committee newsletter called "SPQR." This summarized committee business, presented case studies, and proposed needed research. Oscar Kempthorne contributed an article on cross-disciplinary activities. When membership of the committee became too large to allow convenient mailing, the newsletter was superseded, at least in part, by articles in *Amstat News* and the *ASQ Statistics Division Newsletter*. Establishment of an electronic bulletin board is currently under consideration.

Fluharty was appointed our third committee leader, and took office in January 1988. Under his guidance, the committee move to Section status. This was an obvious step as membership continued to grow. Jim Hurysz drafted a preliminary chapter, and after the necessary signed petitions were received, the ASA Board unanimously voted in March 1988 to place the issue on the ballot. Section status was officially achieved when about 1200 ASA members indicated interest. Thus, a committee, charged in 1984 to develop the profession's response to the growing need for focus on the statistician's contributions to quality improvement, grew in just a few years into one of ASA's largest Sections.

The preamble to the initial version of the petition for Section status warrants further note. It pointed out two ways that the use of statistics in the quality and productivity arena can improve human welfare--an ASA goal, as per our constitution: First, by helping to provide high quality goods and services, we can increase the quality of life. Second, by facilitating productivity improvements, statistics contributes to economic survival--an obvious need in times of economic upheaval.

As its initial top priority, the Section assisted the Accreditation Board for Engineering and Technology (ABET) in developing a Conference on Statistics and Probability in Engineering, Education, held in the spring of 1989. This effort, under the dedicated leadership of Neil Ullman, was a natural outgrowth of the 1984 Hogg Conference. However, there was a fundamental difference. Rather than statisticians talking about how to teach statistics to engineers, engineering educators were looking for ways to incorporate statistics into their courses. The committee received a welcome boost when Nobel Laureate Arno Penzias wrote an editorial in *Science* entitled "Teaching Statistics to Engineers." An outcome of the conference was the beginning of a process, in which the engineering academic community is deciding how to change its

requirements to include statistics and quality technology. While the committee continues to follow up on the momentum created by the ABET conference (for example, by considering a workshop for engineering educators who wish hand-on experience with statistics), other things also need to be done. An important milestone was reached when quality and productivity improvement was selected as the theme of the 1990 ASA Winter Meetings. Other work goes on under a very active committee structure. In particular:

- The research committee is providing cosponsorship and sessions at a variety of statistical and engineering conferences;
- The reliability Committee, in addition to its involvement in various further conferences, is evaluating military standards;
- The newly organized Health Care Delivery Committee is conducting work beyond the traditional industrial manufacturing boundaries;
- The Awareness Committee is developing an annotated bibliography for practitioners;
- The Latin American Applications Committee is developing a bibliography of Q&P materials in Spanish;

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- The Education Committee, in addition to its work on the ABET project, is conducting a survey of business schools;
- The Telecourse Support Project is using the Annenberg/CPB "Against All Odds" series as a vehicle for promoting better understanding of statistics;
- The ASA Q&P Scholastic Prize has been established to encourage science fair projects and plan tours that provide students with information about statistics and Q&P; and
- The section continues to provide information for articles in nonstatistical journals (for example, the *Consortium* newsletter for mathematics teachers, the *Electronic Business Magazine*, and *GSB Chicago*, the University of Chicago Graduate School of Business magazine).

All who have been involved in efforts of this type recognize that the rosy picture painted so far must have glossed over the serious challenges that face all such undertakings. Some of the tough issues we have had to address throughout our short history include: How can we entice busy and talented volunteers to contribute time unselfishly? Can we honestly, ethically, and effectively respond to the executive who contacts us with the apparently simple request, "Our firm has no one with statistical expertise. Please help us identify the right potential employee or consultant to meet our needs.?" How can we best coordinate our efforts with other groups that have related aims, such as other Sections of ASA and ASQ, the Ott Foundation, and the Institute of Industrial Engineers, to name a few? How can we avoid the natural inclination to talk only to each other, and continuously improve our effectiveness in communicating the importance of statistical thinking and quality improvement to the community in general, and to industrial leaders in particular? How can we best advance improvements in productivity as well as quality? Recognition of these challenges was the first step to their solution. A second step was a series of 16 hours of "visioning" and long-range planning during the 1990 ASA Winter meetings. Thus, we are well along our way. If we can maintain the momentum built over the few short years of our history we

may, indeed, become a force in advancing continuing quality and productivity improvement.

Jeff Hooper of AT&T Bell Labs was elected Section leader in January 1990. (See Table I for our leadership to date.)

Hooper inherited a young but vibrant Section with much important work underway. The door is wide open for further "willing workers" to contribute actively to ongoing efforts-- or to suggest new ones.

{PRIVATE }Table 1. Key Leaders of Section on Quality and Productivity

Year Chairman Co-Chairman or Chairman-Elect

1984, 1985

(Committee)

Gerald J. Hahn Thomas J. Boardman

1986, 1987

(Committee)

Blanton Godfrey

1988, 1989

(1988: committee)

Dave Fluharty Jeffrey Hooper

1990 Jeffery Hooper David Sylwester

Gerald J. Hahn is Manager, Management Science and Statistics Program, GE Corporate Research and Development Center, Schenectady, NY 12301. Thomas Boardman is Professor, Statistics Department, Colorado State University, Fort Collins, CO 80523, and a partner in Boardman Associates. David Fluharty is Manager, Advanced Car Programs, Alcoa Fujikura Ltd. - Automotive Division, Dearborn, MI 48126. The authors would like to thank many members of the Section on Quality and Productivity for their excellent suggestions.

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APPENDIX B

SUMMARY OF THE OCTOBER 1994 STRATEGIC PLANNING MEETING

Roger Hoerl, Q&P Chair-Elect

Scott Paper Company

The ASA Q&P Section held a strategic planning meeting at the Fall Technical Conference in Birmingham in October,

1994. The purpose of this meeting was to clarify our uniqueness as an organization, and to identify a few key projects on which to focus in the next few years. With the existence of both a Chemical & Process Industries Division

and a Statistics Division within APQC (American Society for Quality Control), as well as the Section on Physical and

Engineering Sciences (SPES) of ASA, many people had begun to wonder if there really was a need for Q&P Section within ASA.

Some who valued having this Section did not see how it fit in with these other related societies. The leadership of ASA Q&P wanted to resolve these questions. In addition, there has been a growing awareness within the Section that

we may have "bitten off more than we could chew" in the past, attempting to implement too many projects without sufficient resources to complete them effectively. We therefore wanted to identify a few key projects on which to focus

our resources over the next several years. It should be noted that we used the existing Vision and Mission of the Section

as starting points, and made no attempt to revise them.

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After carefully reviewing the activities of the other related societies, as well as our own strengths and weaknesses, we developed a picture of how we could be unique and value adding. This model is presented in Figure 1. It attempts to

show that we should have some overlaps with other organizations, but also must have some true uniqueness. We also

developed a Section Strategy to guide us in achieving our Vision and Mission, based on the model.

I. Our Primary Customers Are:

1. Q&P Members
2. Educators of Statistics
3. Q&P Practitioners, Both Industrial & Non-Industrial

II. Our Primary Products & Services Are:

1. Education on Q&P Principles (Beyond Tools)
- Examples Include Short Courses, Newsletter Articles, Brochures, and Conference Sessions
2. Guidance on Improving Statistical Education
- Incorporating Q&P Strategies and Tools into the Statistics Curricula - Applying Q&P Principles to Statistical Education
3. Research Opportunities in Q&P
- Examples Include Conferences, Publications, and Guidance on Q&P Research Topics

III. Key Partnerships to Leverage Our Resources:

1. ASA SPES Section, On Industrial Q&P Research and Application
2. ASQ Statistics Division, On Broad Application of Statistical Thinking
3. ASA Statistical Education Section, On Applying Q&P Principles to Statistical Education, and Incorporating Q&P Into the Statistics Curricula.

In addition, we identified four key areas on which to focus our energy in the next few years:

- 1) Newsletter/Amstat News
- 2) Better Defining the Needs of our Customers
- 3) The Q&P Research Conference
- 4) Continuing Education

I would like to particularly thank Bob Mason, Tim Read, and Soren Bisgaard for their efforts to complete this important planning.

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APPENDIX C

Summary of the January 1990 Long Range Planning Meeting

February 12, 1990

To: Officers and Selected Friends of the ASA Section on Quality & Productivity

Summary and Highlights

On January 4-7, 1990 officers and friends of the ASA Section on Quality and Productivity held a Long-Range Planning Meeting in Orlando, Florida. The attendees at each session of this meeting are

listed in Attachment 1 . The purpose of the meeting was to develop a long range plan for the section

that would focus and guide the activities of the section over the next five to ten years. It was decided

that this could best be accomplished by developing the following for the Q&P Section.

Mission: The purpose of the section; the value the section adds to its customers.

Vision: What it will look, feel and be like as we work toward fulfilling the mission .

Goals: The partition of the mission into long-run open-ended attributes or desirable outcomes.

Strategies: The approaches and means for achieving the goals.

Structure: The organization, including roles and responsibilities, for implementing the strategies.

The meeting roughly followed the agenda given in Attachment 2, but we did not get to the Sunday

morning agenda. It was decided that we would not cover regular committee business and reports and

specific project work plans and action plans. It was also agreed that we would use the consensus process as our means of making decisions. This meant that everyone had a full opportunity to

express their views, and the results would be refined and improved until everyone could support them.

The meeting began with a brief review of the long-range planning suggestions received from members of the Q&P Section. We then proceeded to brainstorm the potential customers of the Q&P

Section. Using an affinity diagram, these potential customers were then arranged into eight potential

customer groups. These eight groups were further arranged into two clusters: an "internal" cluster

that is predominantly quality and statistics professionals, and an "external" cluster that is not predominantly quality and statistics professionals. The potential customers of the ASA Q&P Section

are given in Attachment 3. At this point no attempt was made to carefully refine the definitions of

these groups.

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Next we brain stormed the needs of these groups that the Q&P Section could potentially satisfy. These potential customer needs are contained in Attachment 4. With an understanding of our potential customers and their needs, we worked to select a few customer groups for particular focus.

This process involved tradeoffs among many factors including:

- the importance of a potential customer group to the American competitive position,
- the feasibility of the Q&P Section serving a potential customer group,
- the focus of other professional organizations such as the ASQ Statistics and Reliability Divisions, and
- the focus of capitalist enterprises such as quality improvement, training and education, and consulting businesses.

The results of this process were as follows.

High Priority Customer Groups for Q&P Focus

- Professional Educators
- ASA

Middle Priority Customer Groups for Q&P Focus

- Practitioners

Low Priority Customer Groups for Q&P Focus

- Managers
- Awareness and Recognition
- Other Professional and Industrial Organizations
- ASQ
- Technical and Managerial Publications

It was decided to focus initially on the two high priority customer groups. As progress and resources

warrant additional customer groups will be selected.

The long-range planning group then proceeded to develop the mission of the Q&P Section. First we

listed the purposes of a mission (Attachment 5). We then answered five questions to help us focus on

our purpose and the value we add (Attachment 6). We then pieced together the key ideas and phrases from the answers to these questions to construct the mission of the Q&P Section (Attachment 7). A brainstorming session was held to capture ideas for the Q&P vision. Dave Sylwester then took these ideas and constructed the first draft of the Q&P Vision (Attachment 8). After completing the mission and vision we returned to one of our priority customer groups, professional educators. We constructed an overarching goal and an organization of six task teams to help us better serve this customer group (Attachment 9). On each task team we tentatively placed 80

individuals that we believed would be interested. We also identified possible leaders of each task team and assigned members of the planning group to contact them. Each of the task team leaders will be asked to provide the Q&P Executive Committee with their task team:

- Goals
- Strategies
- Actions
- Needed Resources
- What the Q&P Section Can Do to Help

The long-range planning group then constructed a first-cut at the support structure the Q&P Section

should provide for meeting the quality and productivity needs of professional educators (Attachment 10).

The meeting concluded with the assignment of action items and laying out the schedule of future meetings (Attachment 11).

Jeff Hooper
Chair, ASA Section on
Quality & Productivity

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APPENDIX D

Summary of the March 1990 Long Range Planning Meeting

Minutes of the March 1990 Long-Range

Planning Meeting of the ASA Section

on Quality and Productivity

AT&T

AT&T Bell Laboratories

Crawfords Comer Road

Holmdel, New Jersey 07733-1988

201 949-3000

April 27, 2990

To: Officers and Selected Friends of the ASA Section on Quality and Productivity

Summary and Highlights

On Saturday evening, March 24, and Sunday, March 25, 1990, officers and friends of the ASA Section on Quality and Productivity held their second Long-Range Planning Meeting in Alexandria,

Virginia. The attendees at each session of this meeting are listed in Attachment 1, and their

addresses and contact numbers are given in Attachment 2. The purpose of the meeting was to finish the long-range planning for the Section begun at the 1990 Winter Meetings in Orlando, Florida, and to handle important current Section business. The initial draft agenda for this meeting is given in Attachment 3. This agenda was revised to focus more on near term pressing business. The final meeting agenda is given in Attachment 4. As in January the consensus process was used to make decisions. This meant that everyone had a full opportunity to express their views, and the results would be refined and improved until everyone could support them.

After an initial review and revision of the agenda, the Minutes and Action Items of the January 4-7

Long Range Planning Meeting were thoroughly reviewed. All action items were completed except

two associated with serving the Professional Educators Customer Group.

- Jeff Hooper has not found someone to lead the Statistics Major Task Team
- Dave Fluharty has not found someone to lead the Two-Year Technical Schools Task Team

These two action items remain open and are carried forward. Attachment contains the current status

of the Task Teams associated with the Professional Educators Customer Group including Task Team leaders (shown in bold) and suggestions for Potential Task Team members. Potential Task Team members are known to be interested and/or involved in improving the teaching of statistical

and quantitative approaches for quality and productivity in a particular segment of the American 82

formal education system. But they have not yet been contacted and have not yet agreed to serve. These names are offered to help the Task Team leaders build their teams.

The Section Mission and Vision were carefully reviewed. The Section Mission was strongly endorsed with no changes and is included for reference as Attachment 6. The Section Vision was revised and is given in Attachment 7.

Next we focused on serving the ASA Customer Group. We refined our definition from the January

planning meeting and the new definition is given in Attachment 8. We reviewed and refined the potential needs of the entire ASA Customer Group (from the January Planning Meeting) and then

mapped these potential needs to the first five segments of the ASA Customer Group (Attachment 9).

For simplicity, ASA Sections other than Q&P, ASA Committees, and ASA Chapters are assumed to

have the same potential customer needs. The entire list of Potential customer needs applies to the sixth segment - All ASA Members

We then looked at possible products and services that would satisfy the needs of the Q&P Section

member (Attachment 10). We developed a Q&P organizational structure that could provide these products and services (Attachment 11). This is only an initial look and further study is needed.

To provide additional guidance to the education task teams, we brain stormed a list of potential

products and services that these teams could provide to their customers. This list of potential products and services is given in Attachment 12.

The nominating Committee (Gerry Hahn, Fred Faltin, Roger Hoerl) submitted a recommendation to

amend the Section Charter to allow for more continuity of Section leadership. After a thorough discussion of the proposal, those present felt that the current practices of having the chair and chair-elect work closely together as a team, and having the immediate past chair serve on the executive committee, together provide adequate leadership continuity. But since a majority of the Section Executive Committee were not present this item was officially tabled. If the nominating committee wishes, this proposed change in the Section Charter will be reintroduced at the annual planning and business meeting in Anaheim.

Next we discussed the Section Finances. On December 31, 1989, the Section had \$9,651.32 in the

Mary Natrella fund. We also have \$500.00 in our 1990 Section Budget. The Natrella family has suggested that some of the Natrella funds be used to sponsor student participation at the annual meetings (perhaps through a student Q&P Prize). This possibility will be studied further at the annual business meeting. A request was received from Bob Hogg to provide some financial support

for his June, 1990 workshop on developing guidelines for the first statistics course. The topic of this

workshop is very much within the mission and current focus of the Q&P Section. After discussion it

was decided that the Q&P Section would provide Bob \$500 in support of this workshop upon receipt

of a written request and a workshop budget. These were subsequently received and the \$500 was sent to Bob. We wish Bob the best of luck with this workshop and anxiously await the results.

We then discussed Section Dues and decided that the Section needs to collect \$4.50 per member. The Section Dues will be \$4.50 plus whatever ASA charges us to collect this money. The Finance

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Section of the meeting ended with a quick brainstorm of potential Q&P fund raising activities (Attachment 13).

The next item on the agenda was the upcoming Anaheim Meetings. The following Q&P Section meetings have been arranged.

Meeting Date Time

Executive Committee Sunday, Aug. 5, 1990 4-8 p.m.

Planning/Business Meeting

(dinner included)

Open Business Meeting Monday, Aug. 6, 1990 6-8 p.m.

Education Task Team Meetings Tuesday, Aug. 7, 1990 5-6 p.m.

Suggested topics for the Executive Committee Meeting are in Attachment 14 and suggested topics

for the Open Business Meeting are in Attachment 15.

The following meetings have been scheduled for the 1990 Fall Technical Conference to be held in

Richmond, Virginia at the Marriott Hotel on October 18-20, 1990

Meeting Date Time

Open Business Meeting Thursday, Oct. 18, 1990 5:30-6:30 p.m.

Executive Committee Friday, Oct. 20, 1990 4-8 p.m.

Planning Business Meeting Saturday, Oct. 20, 1990 8-12 p.m.

The agendas for these meetings will be planned at the Anaheim meetings.

The meeting proceeded with a review of the meeting process. It was noted that the Saturday evening

meeting was unruly and difficult to keep on track. In the future it would be better not to schedule a

meeting to begin in the evening, as the many previous events of the day intrude. Sunday's meeting

was excellent and a great deal was accomplished. A meeting facilitator is needed as well as a meeting scribe. Also, it is essential to develop the meeting ground rules at the beginning of the meeting. For future reference, the meeting ground rules are contained in Attachment 16.

The meeting concluded with a review of the many action items which are contained in Attachment

17. These are much more action and results oriented than the action items from our first planning meeting in Orlando.

Finally, I would like to thank each of the participants for their superb efforts and commitments.

Together we accomplished a tremendous amount, as I have learned after the seemingly endless task

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of producing these minutes. Congratulations and thank you. We are on our way, and I look forward

to working with you all again in Anaheim.

Jeff Hooper

Chair, ASA Section on

Quality and Productivity

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APPENDIX E

Summary of Past Q&P Contributions to the Joint Q&P/SPES Newsletter

Leslie M. (Lisa) Moore

December 1999

General notes: The newsletter is 16 pages long. Excluding the front page (generally for Table of Contents and notes from Associate Editors), Officer's Directory page, and back page (website information, Sr. Editors note, or miscellaneous information relevant to both sections, editorial information block, and mailing information), that leaves up to 6.5 pages per section. Generally, Q&P material takes less than 6.5 pages. Based on my review of the past newsletters, this is a list

by newsletter date of the Q&P provided content for the remaining 13 pages indicating contributor information when available and article title. I also indicate parenthetically the number of Q&P pages (out of 13 pages).

June 1995 - This issue was the first joint sections newsletter.

Sr. Editor: Janet Buckingham

Q&P Associate Editor: Lori A. Thombs

1. Q&P Chair Message, Robert L. Mason: We Want Your Input

2. Past-Chair Message, Dick Gunst: A Very Successful Year
3. 1995 Q&P Program Chair, Veronica Czitrom: Call for TQM Papers (for 1996 JSM, on behalf of
Innis G. Sande)
4. 1995 Q&P Program Chair, Veronica Czitrom: Q&P Program for Orlando
5. Membership Chair, Innis G. Sande: Focus Group on the Statistician and TQM at the JSM
6. Continuing Education: Q&P Short Courses at Orlando
7. Q&P Chair Elect, Roger Hoerl: Q&P Strategic Planning Meeting Held at FTC
8. Membership Chair, Innis G. Sande: What You Told Us, The Q&P Membership Survey
9. Feature article, Andrew C. Palm: Some Aspects of Sampling for Control Charts
10. Ted Jackson Received the 1994 Hunter Award

(Q&P pages: 7)

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December 1995

Sr. Editor: Janet Buckingham

Q&P Associate Editor: Lori A. Thombs

1. 1995 Q&P Chair, Robert L. Mason: Message from the Outgoing Chair
2. 1996 Q&P Chair, Robert Hoerl: Message from the Incoming Chair
3. Innis Sande: A Discussion of Total Quality Management
4. 1995 Q&P Program Chair, Veronica Czitrom: Successful Q&P Sessions at JSM
5. 1996 Q&P Program Chair, Robert W. Mee: Q&P Program for Chicago
6. Joint contribution with SPES: Joint Research Conference on Statistics in Quality, Industry,
and
Technology (A meeting of the Spring Research Conference on Statistics in Industry and
Technology and the Quality and Productivity Research Conference)
7. Tom and Eileen Boardman: Q&P Section on the World Wide Web

(Q&P pages: 4.5)

June 1996

Sr. Editor: Janet Buckingham

Q&P Associate Editor: Pat Donnelly

1. Q&P Chair, Roger Hoerl: Message from the Q&P Chair
2. Thomas J. Boardman: Deming Lecturer 1996
3. Carolyn Morgan: 1997 ASA Fellows Nominations
4. Q&P Program Chair, Robert W. Mee: Q&P Program for Chicago
5. 1997 Q&P Program Chair, Teri A. Crosby: Call for Invited Paper Sessions for JSM 1997 in
Anaheim
6. Membership Chair, Innis Sande: TQM Meets SPC and DOE at the JSM
7. Membership Chair, Innis Sande: Meet Q&P on the Web
8. Lynne Hare: Fall Technical Conference Scholarships
9. Joe Skwish: Jim Lucas to Give the Youden Address at the Fall Technical Conference
10. Robert L. Mason: How-To Series
11. Continuing Education (JSM): Q&P Tools for the Practitioner

(Q&P pages: 3.5)

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December 1996

Sr. Editor: Janet Buckingham

Q&P Associate Editor: Pat Donnelly

1. Q&P Chair, Roger Hoerl: Message from the Q&P Chair
2. Q&P Chair-elect, Lynne Hare: Message from the Incoming Q&P Chair
3. CE Chair, William C. Letsinger: CE Course Proposal to ASA
4. 1997 Program Chair, Teri A. Crosby: JSM 1997 Program in Development
5. Membership Chair, Innis Sande: Discussions on SPC and DOE at the JSM
6. Joseph O. Voelkel: Q&P Research Conferences (1996-1999, and Q&P Proceedings)
7. Lynne Hare: Q&P Holds Tactical Planning Sessions
8. Joe Skwish: Lucas Gives the Youden Address at the Fall Technical Conference (FTC)
9. Feature article, Harry J. Khamis: A Note about the Exponentially Weighted Moving-Average Control Chart
10. Doug Montgomery Receives ASQC Statistics Division's Hunter Award
(Q&P pages: 5.5)

June 1997

Sr. Editor: Janet Buckingham

Q&P Associate Editor: Pat Donnelly

1. Q&P Chair, Lynne Hare: Message from the Q&P Chair
2. Ellis R. Ott Scholarship for Applied Statistics and Quality Management
3. Thomas Boardman: Kano Named Second Deming Lecturer
4. Carolyn Morgan: Q&P Educational Activities with Other Professional Organizations
5. CE Chair, Bill Letsinger: 1997 Q&P Continuing Education at JSM
6. Q&P Program Chair, Teri A. Crosby: Sessions Sponsored by the Q&P Section at the '97 JSM
7. Roundtable Luncheons: Open Invitation to All
8. Roger Hoerl: Input Requested for JSM Session
9. Membership Chair, Innis Sande: SPC & DOE at the 1996 JSM
10. Pat Donnelly: Food for Thought
11. Fellows Chair, Carolyn Morgan: 1998 Fellows Nominees
12. 1998 Q&P Program Chair, Eric Lagergren: JSM 1998 Dallas
(Q&P pages: 6.5)

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December 1997

Sr. Editor: Janet Buckingham

Q&P Associate Editor: Pat Donnelly

1. Q&P Chair, Lynne Hare: Message from the Q&P Chair
2. Fellow Chair, Carolyn Morgan: 1999 Fellow Nominations
3. Q&P Chair-elect, Veronica Czitrom: Q&P Incoming Chair's Message
4. Ai-Chu Wu: The 1998 Quality and Productivity Research Conference
5. Q&P Program Chair, Teri A. Crosby: Q&P Sessions at JSM, A Tradition of Success
6. Q&P Program Chair, Teri A. Crosby: Wanted, Session Chairs for '98 JSM
7. Q&P Chair-Elect, Veronica Czitrom: Happenings at the JSM in Anaheim
8. Membership Chair, Innis Sande: Luncheon Discussions at JSM in Anaheim, "Communicating with Management"
9. Estaban Walker and Tom Boardman: Mini-Paper Series
10. Workshop on Statistical Thinking
11. Lynne Hare Receives ASQ Statistics Division's Hunter Award
(Q&P pages: 4)

June 1998

Sr. Editor: Leslie M. (Lisa) Moore

Associate Editor: Esteban Walker

1. Q&P Chair, Veronica Czitrom: Message from the Q&P Chair
2. Nancy Belunis: Fall Technical Conference Scholarships
3. Q&P Program Chair, Eric Lagergren: Q&P Program for '98 JSM
4. CE Chair: Q&P Short Courses in Dallas
5. Mary Leitnaker: Q&P Forum, Resolution and Discrimination
6. William C. Parr: Statistics Partnership among Academe, Industry, and Government (SPAIG)
7. Angie Neff: 1999 Quality and Productivity Research Conference
(Q&P pages: 5.5)

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December 1998

Sr. Editor: Leslie M. (Lisa) Moore

Associate Editor: Esteban Walker

1. Q&P Chair, Veronica Czitrom: Message from the Q&P Chair
2. Nominations Sought for Next Deming Lecturer
3. Angie Neff: 1999 Q&P Research Conference
4. Edward Sylvester Receives ASQ Hunter Award
5. 1998 Program Chair, Eric Lagergren: Q&P Program at JSM '98
6. Q&P Section Officer Nominations for 1999
7. The 1999 Making Statistics More Effective in Schools of Business (MSMESB) Conference
8. Esteban Walker: New Book in the ASA-SIAM Series
(Q&P pages: 4.5)

June 1999

Sr. Editor: Leslie M. (Lisa) Moore

Associate Editor: Esteban Walker

1. Q&P Chair, Thomas J. Boardman: Message from the Q&P Chair
2. Tom Boardman Awarded Deming Medal
3. Q&P Program Chair, Dan McCarville: Q&P at JSM in Baltimore
4. Leslie M. (Lisa) Moore: Summary of Q&P JSM Activities
5. William C. Parr: Prewitt Named Third Deming Lecturer
6. Esteban Walker: You Might Have Missed
7. Veronica Czitrom: A Statistician in Europe
8. Joint Research Conference on Statistics in Quality, Industry, and Technology in 2000
9. Gerry Hahn: Quality & Productivity Research Conference (1999)
10. Nancy E. Belunis: Fall Technical Conference Scholarships
(Q&P pages: 5.5)