

# **IEEE Chapter Chairs' Reference Guide**



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**IEEE Member and Geographic Activities**

**IEEE Technical Activities**

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## INTRODUCTION

This reference guide is intended to assist you in your role as a Chapter Officer. It will explain your responsibilities as a Chapter Officer, and give guidelines for the conduct of business and activities. The handbook has been organized to reduce the time required to find answers. Please contact IEEE Member and Geographic Activities (MGA) Staff if you have suggestions on how to improve the organization and/or content of the handbook. (sec-chap-support@ieee.org)

## CREATING A NEW IEEE SOCIETY CHAPTER:

To form a new IEEE Society Chapter, the Chapter Organizer must gather 12 or more signatures from IEEE Members on a Society Chapter petition. Signers must be members of the Society, and higher grade members (no students, nor affiliates). Approval is required from the Section and Society that will be represented. In many cases, a Chapter may already exist which can be expanded to include members of another Technical Society or = in an adjoining Section.

The Society Chapter petition and details about new Chapter formation can be found at: [http://www.ieee.org/web/geo\\_activities/units/forms\\_petitions/chapter\\_pet.html](http://www.ieee.org/web/geo_activities/units/forms_petitions/chapter_pet.html)

## JOINT SOCIETY/SECTION CHAPTERS:

Joint Chapters are a helpful option when trying to form a Chapter where there are not enough members of a Society in a particular Section. In this situation, the Chapter organizer can either expand the Chapter's geographical boundaries to include a neighboring Section, or expand the technical focus of the Chapter to include another Society's (or Societies') field of interest.

**Joint Society Chapters** are those comprised of two or more Societies (example: France ED/AP/MTT Chapter). Existing Chapters often become Joint Society Chapters when they find that some of their members are involved in technology related to another Society's field of interest. Joint Society Chapters also provide a broader perspective of interest and potential events and information sharing for the members.

Joint Society Chapter Chairs should ensure that Chapter activities reflect the interests of both (or all) Societies and all members from each participating Society should be invited to all Chapter events. Joint Society Chapters may receive support from each of the Societies represented in the Chapter see the section on financial management for more information (page 10).

**Joint Section Chapters** are those for which the membership is across the boundaries of two or more Sections (example: Long Island/New York Section AP Chapter). Only one Section is the administrative "parent". The administrative parent Section is responsible for making sure the Chapter's activities are reported, and receives the rebate to be passed along to the Chapter.

Joint Section Chapters must invite the Chapter members from all involved Sections to all of the meetings and the Chapter Chair should develop a good working relationship with the leadership of those Sections.

Often Joint Section Chapters seem like a good solution, but they are frequently under utilized as they rarely involve the members of both Sections as originally intended. A Joint Society Chapter is more likely to serve all of its members and function as intended.

Further detailed information on expanding a Chapter to a Joint Chapter, or splitting a joint Chapter into individual Chapters, can be found on the Society Chapter Petition at: [http://www.ieee.org/web/geo\\_activities/units/forms\\_petitions/chapter\\_pet.html](http://www.ieee.org/web/geo_activities/units/forms_petitions/chapter_pet.html)

## **YOUR RESPONSIBILITIES AS A CHAPTER OFFICER**

### **MANDATORY REQUIREMENTS FOR IEEE CHAPTERS**

The job of a Chapter Chair includes the successful completion of a few requirements to satisfy IEEE regulations and maintain “active” status. These tasks and how to complete them are covered throughout the reference guide and are listed here for quick review.

- Chapter must maintain a minimum of 10 Members.
- Chapter must report officers (Chapter Chair) annually to the administrative Section.
- Chapter must report all meetings annually to IEEE headquarters and your Section using the L-31 form at <http://www.ieee.org/L31>. A minimum of two technical meetings per year is required to maintain viability.
- Chapter Chair must fulfill the duties and responsibilities outlined in the Chapter Chair job description (Attachment 1).

### **LEADING A SOCIETY CHAPTER**

The IEEE is one of the world’s largest volunteer organizations and it is through the work of the local Chapter officers that the work of the IEEE and its Societies is accomplished. To accomplish its goals, the IEEE and its societies are dependent on the involvement of its members through the local Chapter leadership. Your ability to motivate volunteers to help with events such as meetings, seminars and community work is crucial to their success. Help navigating the IEEE resources available to you as well as a few hints on working with volunteers are offered.

### **GATHERING YOUR MEMBERSHIP DATA**

All current Chapter Chairs (*officer reporting must be submitted to MGA – Section/Chapter Support: <http://ewh.ieee.org/forms/scs/interactofficer.php>*) have access to a tool called SAMIEEE (Section/Society Access to Membership Information). SAMIEEE is a query program that allows you to view membership information for your chapter members. For example, you can run queries and retrieve results on contact information such as address, phone and email.

Go to <http://www.ieee.org/samiee> - From here you can find training tools, download reference materials, discover new information regarding the tool and access the program. In order to login, use your IEEE Web Account Username and Password.

When you enter SAMIEEE, the system automatically limits you to view/retrieve only members of your Organizational Unit. If you are the Chair of a Joint Chapter between Societies and/or Sections, the access is increased to include the additional units.

Under “View Reference Materials” there is a pdf file entitled “Quick Guide for SAMIEEE/Analytics.” This two page quick guide provides detailed directions in order to familiarize users with the tool. In addition, if users have any questions or need any assistance, they can send an email to: [samieeee@ieee.org](mailto:samieeee@ieee.org).

## **IDENTIFYING YOUR SOCIETY AND SECTION LEADERSHIP**

All IEEE volunteers can view the IEEE Organization Rosters for information on Society and Section leadership. Society information is in “Part II: Technical Activities Roster”, Section and Chapter information can be found in “Part III: Geographic Roster”. The rosters are at: <http://www.ieee.org/roster> and can be accessed using your IEEE web account user name and password.

There is a name-search function that can be used to find volunteers in the IEEE Organization Rosters. Searching for a name will return that person’s contact information and current volunteer positions as listed in the IEEE Organization Rosters.

Chapter Chairs and Co-Chairs are the only chapter officers listed in the rosters.

## **WORKING WITH VOLUNTEERS**

**Recruiting Volunteers:** Try to involve all members in the work of running the Chapter. Actively involve new members and avoid the natural tendency to rely on the same people year after year. Asking for volunteers at the meeting may not be as effective as a one-on-one request when the Chair can discuss why that volunteer is the best person for the task. For more information on volunteer recruitment, go to [http://www.ieee.org/web/geo\\_activities/units/volunteer/index.html](http://www.ieee.org/web/geo_activities/units/volunteer/index.html).

**Spread the Work Around:** Asking a volunteer to put on a meeting or seminar may appear to be a daunting task. The work should be divided equally among the members such as: lining up speakers, publicity, registration and local arrangements for the meeting place and hotel accommodations. While it may be easier for the Chair to do all of these things, recruiting help from the membership will help strengthen the local organization and encourage participation. For large events, a committee may be more appropriate than a single volunteer due to the workload.

**Motivate the Volunteers:** Because there is no paycheck, what works in business does not always work for volunteers. Allow the volunteer to take ownership of a project and use their creativity in solving problems and issues. Although some volunteers may need to be told what to do in all cases, most will resent interference in the work they are doing, or do nothing for fear of making a mistake. Try to work towards a consensus among the volunteers rather than passing down a decision. Recognize that if the volunteer quits, the organization has lost a potential future leader and you may end up doing their work.

**Diversify the Organization:** IEEE technical societies serve a diverse group of professional and academic interests. Involve people from the different industry and educational

organizations in your area. Take care to avoid creating the perception that the local Chapter is run by one company or a small exclusionary group.

**Recognize the Work of Volunteers:** Helping the local Chapter can involve a lot of hard work. Recognition of that work is important. Examples include: public recognition at a meeting, wall plaques, certificates or inexpensive gifts such as a coffee mug, or pen and pencil set with appropriate IEEE logo. The volunteer will appreciate the recognition and it will help motivate other members to participate in events. A local print shop or trophy shop will have some excellent inexpensive ideas for gifts. “Chapter Chair” pins, “Past Chapter Chair” pins, plaques and certificates are available from IEEE. More information and an order form can be found at [www.ieee.org/scsproducts](http://www.ieee.org/scsproducts).

**Recognize Time Conflicts:** Since family, work, and community activities compete for the time of a member, Chapter Officers should schedule meetings to accommodate their members’ schedules. Find out what time your Chapter membership is available. Talk to members who have stopped coming to meetings regarding meeting start times. Surveys of members concerning meeting times will provide valuable feedback.

## **MAINTAINING CONSTANT COMMUNICATION**

Constant communication with your membership, your section and your society is an excellent way to foster an active Chapter. Contact information for your Chapter is available from your Section or from IEEE’s SAMIEEE Membership database (see the Section “Gathering Your Membership Data” in this handbook, p.4).

**Your IEEE Section:** can publicize your Chapter’s meetings and events in its newsletter or other publication, or on their web page. Your Chapter can have its own web page with up to 30MB of space, hosted for free on the IEEE Entity Web Hosting server (<http://ewh.ieee.org>). If you wish to create a “re-direct” in order to provide a simple redirect (such as <http://www.ieee.org/chapters>) you may do so by reviewing the web tools available on the EWH site (<http://ewh.ieee.org>).

**E-Notice Service:** Your Section may also utilize the “E-Notice” service, which allows them to send out an electronic notification (recommended no more frequently than on a monthly basis) to all Section members. Chapters may wish to include their meeting notices in the E-Notice. Contact your Section Secretary or Section Newsletter Editor for more information.

**Functional E-mail Alias:** You can set-up a functional alias for your Chapter, so that members will have only one email address to remember for all communications. The email alias is then directed to the current contact from year to year. An example would be: [germany.pes@ieee.org](mailto:germany.pes@ieee.org)

## **PLANNING SUCCESSFUL MEETINGS**

Putting together a successful meeting involves:

- Selecting a format
- Selecting a subject
- Finding a good speaker
- Publicizing the meeting

**Selecting a format:** Formats which you might consider including:

- Formal lectures
- Dinner meetings with an after dinner speaker
- Field trips to industry sites
- Breakfast meetings with a speaker
- Tutorial sessions
- Social events (picnics, pizza parties, etc.)
- Workshops or symposia technical visits
- Technical community work
- Technical lectures to electrical engineering and computer students
- Joint meetings with other technical groups
- IEEE Standards meetings

The amount of effort required to organize each of these gatherings varies significantly. A formal lecture requires only that a speaker and room be found and that the meeting be publicized. In contrast, an all day workshop or symposia can involve months of planning. Typically, the meeting format that requires the greatest effort also stimulates the most professional interest. A mix of meetings using different formats is suggested.

Remember that a Chapter is required to hold a minimum of two (2) technical meetings each year in order to remain viable and to be eligible for the funding available as part of the Section Rebate. An educational or professional meeting should be reported as a technical meeting if the content is of a technical nature.

**Selecting a subject:** The obvious choice of subject for a group of microwave engineers is microwave engineering. Within that broad field, however, many topics may be of greater interest than others. In choosing the subject you should consider the mission of local industrial groups, university programs and government laboratories. It may also be useful to scan articles in the most recent copies of your Society's publications for ideas of timely subjects.

**Finding a good speaker:** There are a number of sources of good speakers for a Chapter meeting. You might consider:

- Local industrial leaders speaking on their view of future trends in the industry.
- Local engineers, faculty or graduate students discussing recently published outstanding work.
- Local engineers discussing recently completed work in an important emerging area.
- University administrators discussing the future of education in the field
- Co-workers who are working on or have completed a major study.
- Visiting engineers/consultants who are experts on an important topic
- IEEE Resources

A source of outstanding speakers available to your Chapter is Society Distinguished Lectures. This program is an excellent way to obtain good speakers for your Chapter. An explanation of how you can use this program is given under the heading "Distinguished Lecturers" later in this handbook (p. 7).

Please note that IEEE Policy prohibits payment of more than a speaker's travel expense; honoraria and stipend payments are not permitted.

**Publicizing the meeting:** Without publicity, your meetings will not succeed. A significant portion of your Chapter's efforts (and some budget) should be directed at providing publicity for your meetings. Some ways of publicizing meetings in advance include:

- Printed flyers circulated and posted wherever interested individuals might see them.
- Advertisement in Society Newsletters and on Society websites.
- Advertising in local newspapers.
- Announcements in your IEEE Section Newsletter, and on the Section and/or Chapter web site.
- Letters or announcements sent directly to local IEEE members by Society affiliation.
- More information about media contacts and other forms of outreach are available from the IEEE Publicity Guide (<http://www.ieee.org/publicityguide>)

Email addresses for your Chapter membership can be obtained from the online SAMIeee (Section Access to Member Information) program. Go to <http://www.ieee.org/samiieee> for more information.

## **IEEE FINANCIAL SUPPORT FOR YOUR CHAPTER**

### **SECTION FINANCIAL SUPPORT:**

IEEE Sections are responsible for the formation of local Chapters and Chapter support. Your IEEE Section receives \$200 for every active Chapter that has submitted all of their required reporting and held at least two (2) technical meetings in the previous year. In addition, the Section receives \$1.50 for each Affiliate in the Section.

An additional bonus of \$75 is provided for Chapters reporting six (6) or more technical, educational, or professional meetings. These funds are intended to support the work of the technical Chapters. If your Chapter is not receiving (at a minimum) this level of support from your Section, please contact your Regional Chapter Coordinator.

Please report all of your meetings (see "Reporting Meetings") so that your Chapter receives the support intended. To find out the names of your local Section Officers, check the online geographic roster (<http://www.ieee.org/roster>). If you are a current Chapter Chair, you can access the roster using your IEEE web account.

### **SOCIETY FINANCIAL SUPPORT OF CHAPTERS**

In general, Societies are happy to help Chapters financially. Visit <http://www.ieee.org/chapters> and select "Chapter Funding Guide" for more information about financial support from your Society. In most cases, financial support is available for both regular Chapter activities and for special events.

## **IEEE SOCIETIES' RESOURCES AND ADMINISTRATIVE SUPPORT**

IEEE Society support of local Chapters is important, both to benefit Chapters and the sponsoring Societies, to ensure their future leadership. Communication between Societies and Chapters is often weak and Society volunteer leaders are as busy as Chapter Chairs. As a result, Chapters frequently receive sporadic attention from Societies. Fortunately, the Societies do wish to support their chapters, and have support mechanisms in place.

### **SOCIETY NEWSLETTER PUBLICITY**

Planning and coordinating activities for a Chapter is a significant effort. You and the members who have helped you deserve recognition. In addition, you have probably had to develop some creative solutions to organizational problems from which Officers of other Chapters could benefit. You should publicize your Chapter activities in the Society Newsletter -- especially when you have spent time organizing a major event such as a workshop, trade show or symposium. Society newsletters are made available free of charge to every member of the Society.

### **SOCIETY CHAPTER COORDINATORS**

Societies often designate one or more members of the Society Administrative Committee to serve as the Chapter contact within the Society. That person is usually listed in the IEEE Organization Roster under one of the following titles: Society Chapter Coordinator, Membership Development Chair, Vice-President Chapters. To identify your Society Chapter Coordinator, visit <http://www.ieee.org/chapters> and click on "Chapter Coordinator Roster".

### **STAFF SOCIETY CHAPTER COORDINATOR, TECHNICAL ACTIVITIES DEPT.**

This staff person dedicates 20 hours/week to responding to the directions of TAB and IEEE Societies to focus on Chapter development and ensure that Chapter Coordinators' current and future needs are addressed. This person's responsibilities include:

- *Chapter Briefs* (bi-monthly newsletter for Chapter Chairs)
- *Society Chapter website*: <http://www.ieee.org/chapters> contains links to all Society Chapter Programs and benefits
- Provide subsidy payment service
- Provide a single point of contact for Chapter information for Society Volunteers
- Analyze information for new Chapter development and opportunities for joint Chapter formation.
- Provide support for Volunteer Society Chapter Coordinator initiatives.

### **DISTINGUISHED LECTURER PROGRAM**

Most Societies offer financial support to their Chapters if they want to arrange meetings/seminars with speakers who are among the Distinguished Lecturers of the Society. Each Society maintains its own program. Program rules vary by Society. Information on each of the programs is available through an auto-retrievable text file that will be sent to you via e-mail upon request. The list of Societies that maintain a Distinguished Lecturer Program and the e-mail addresses for the auto-retrievable text files are online at: (<http://www.ieee.org/lecturers>).

## **CHAPTER EVENTS AT SOCIETY CONFERENCES AND MEETINGS**

Many Societies hold Annual or Semi-Annual events for all Chapter Chairs during Society meetings. A Chapter Chair Congress or Chapter Chair Symposium is a wonderful opportunity to share common experiences with other Chapter Chairs and enhance your relationship with the Society.

## **CHAPTER PARTICIPATION IN SOCIETY CONFERENCES**

Societies and the various society committees hold conferences and meetings all over the world. Often, the volunteer conference planner has little understanding of society Chapters or no knowledge about the valuable support a local Chapter can provide to a meeting, however, in many cases Chapters and planners have worked closely to coordinate successful conferences to the benefit of both the conference and the Chapter. This is known as cross endorsement. To facilitate cross endorsement, Chapters should track conference activities through a regular on-line search and contact the Section immediately upon learning that a conference is to be held locally. If the IEEE conference management services has been notified that a conference is taking place, one e-mail is sent to the Section Chair (copied to the Section Vice Chair, Region Director, Conference Chair and the sponsoring Society) and the event is listed in the IEEE Conference Search at:

<http://www.ieee.org/conferencesearch/>

## **MEMBER AND GEOGRAPHIC ACTIVITIES RESOURCES AND ADMINISTRATIVE SUPPORT**

- Member and Geographic Activities' staff monitor activities in the more than 1800 IEEE Chapters.
- Notification of inactive Chapters is sent automatically to Society Presidents, Executive Directors, Chapter Coordinators, and Division Directors, as well as Region Directors, Section, Geographic Council and Chapter Chairs.
- The Geographic Unit Operations Support Web Site - [http://www.ieee.org/web/geo\\_activities/units/index.html](http://www.ieee.org/web/geo_activities/units/index.html) - provides information about the resources and support available for unit officers and volunteers.
- Virtual Community: The Section-Chapter Volunteer Forum is an online community for volunteers to share best practices and engage in discussion related to their geographic units' activities. <https://www.ieeecommunities.org>

## **PRINT RESOURCES**

**Member and Geographic Activities:** Publishes several guides to assist Chapters; each Society should be aware of these guides and make them readily accessible to their Chapters. [http://www.ieee.org/web/geo\\_activities/units/Resources/Publications.html](http://www.ieee.org/web/geo_activities/units/Resources/Publications.html)

These guides include:

*Program Resources Guide* – Provides information on Chapter officer training, membership retention, educational products, electronic services, etc.

*The SCOOP* – Monthly update on issues of interest. Twice a year the newsletter is devoted to financial information. That edition is also circulated to Section Treasurers.

*Geographic Roster:* Produced online to identify officers of all geographic entities, including Chapter Chairs. Updated bi-weekly.

**Technical Activities:** Documents made available from Technical Activities include:

*Chapter Funding Guide:* A summary of all funding provided to Chapters by IEEE Societies. <http://www.ieee.org/portal/pages/tab/cha/fund.html>

*Chapter Opportunity Analysis:* A list provided to Society Chapter Coordinators upon request indicating Sections where Society membership is at a sufficient concentration to support a healthy Chapter.

*Chapter Web Page:* A web page which provides links and information useful to a Society Chapter Chair. <http://www.ieee.org/chapters>

**IEEE Societies:** Chapter information is frequently printed in Society documents such as newsletters and magazines. Some Societies publish formal documents to support local Chapters. For example, the Power Engineering Society maintains:

*Program Activity Manual* – To assist Chapters in developing Chapters activities.

*Student Branch Chapter Resource Manual* – To assist Student Branch Chapters.

*Chapters Resource Manual* – Provides guidelines for local Chapter officers.

*Chapters Council Operations Manual* - Provides guidelines for the PES Chapters Council.

Visit your Societies' websites to find out what is available to you. All Society websites are listed on the Chapter web page. <http://www.ieee.org/chapters> click on "IEEE Society Homepages"

## **FURTHER SERVICES**

### **MEMBERSHIP DEVELOPMENT**

Attracting new members will bring growth and vitality to your Chapter. IEEE Membership Development Staff can be consulted on issues concerning effective ways to attract new members. Membership development material is also available from the IEEE Membership Development Staff. Contact information:

Membership Development  
IEEE Member and Geographic Activities  
445 Hoes Lane  
Piscataway, NJ 08854  
Phone: +1 732 562 5507  
Fax: +1 732 981 0225  
[membership.development@ieee.org](mailto:membership.development@ieee.org)

[http://www.ieee.org/web/volunteers/membership\\_dev/index.html](http://www.ieee.org/web/volunteers/membership_dev/index.html)

**IEEE FUNCTIONAL EMAIL ALIASES:**

To help facilitate communication between members and geographic units, the IEEE has established a functional email alias option. With this service, a Chapter can maintain one email address no matter how often it changes officers. Example: [chicago.pes@ieee.org](mailto:chicago.pes@ieee.org) or [france.ems@ieee.org](mailto:france.ems@ieee.org). For more information, visit:

<http://www.ieee.org/organizations/rab/functionalalias.html>

**IEEE VOLUNTEER RESOURCES WEB PAGE:**

The IEEE has a Volunteer Resources web page that provides information for volunteers involved with Chapters, conferences, publishing or any other IEEE activity. Visit

<http://www.ieee.org/organizations/vols>

**REGIONAL CHAPTER COORDINATORS:**

Does your Region have a Chapter Coordinator? It's important to maintain contact with these volunteers. They can offer valuable advice, serve as a resource, and provide a voice to Chapter concerns at the Region level. Check your Region's roster on the web, or contact your Region Director to identify your Regional Chapter Coordinator. Contact [sec-chap-support@ieee.org](mailto:sec-chap-support@ieee.org) for more information.

## **SUMMARY OF USEFUL WEBSITES:**

### **Section Chapter Support**

[http://www.ieee.org/web/geo\\_activities/units/index.html](http://www.ieee.org/web/geo_activities/units/index.html)

- Required reporting
- Section information
- Section/Chapter staff support contact information
- Chapter Formation Petition

### **Society Chapters**

<http://www.ieee.org/chapters>

- Society Information
- Society Chapter Coordinator Roster
- Society Chapter Funding Guide & Distinguished Lecturer Programs

### **Required Reporting**

- L-31 Form (Required for Meetings): <http://www.ieee.org/L31>
- Officer Confirmation Report form: [http://www.ieee.org/web/geo\\_activities/units/Required\\_Reporting/Officerforms.html](http://www.ieee.org/web/geo_activities/units/Required_Reporting/Officerforms.html)

### **Volunteer Resources**

<http://www.ieee.org/organizations/vols>

### **IEEE SAMIEEE (Membership Database)**

<http://www.ieee.org/samieee>

### **IEEE Organizational Rosters**

<http://www.ieee.org/organizations/vols/rosters/>

### **IEEE Conference Search**

<http://www.ieee.org/web/conferences/search/index.html>

### **Member and Geographic Activities Operations Manual (Click on Section 9 for Chapter Management)**

<http://www.ieee.org/web/volunteers/mga/home/mga-opsman.html>

### **IEEE Entity Web Hosting**

<http://ewh.ieee.org>

### **IEEE Publicity Guide**

<http://www.ieee.org/publicityguide>

### **Section-Chapter Volunteer Forum (Virtual Community)**

<https://www.ieeecommunities.org>

### **IEEE Functional E-mail Aliases**

<http://www.ieee.org/organizations/rab/functionalalias.html>

### **Other Useful IEEE Links**

<http://www.ieee.org/organizations/tab/keyurls2.html>

## **Job Description**

### **CHAPTER CHAIR**

#### SUMMARY OF DUTIES AND RESPONSIBILITIES

- A. In possession of and familiar with the IEEE Constitution, Bylaws, MGA Operations Manual and the Section Bylaws (the Chapter is managed according to the administrative parent Section's bylaws).
- B. Presides at meetings of the Chapter and the Chapter Executive Committee.
- C. Operates the Chapter to maximize satisfaction of Chapter member needs with the resources available.
- D. Develops and presents plans for meeting members' needs to the Chapter Executive Committee for review.
- E. Identifies appropriate volunteers and presents their appointments to the Chapter Executive Committee for review.
- F. Insures that all Chapter Officers and Committee Chairs are properly trained for their jobs.
- G. Signs off on financial report where appropriate and confirms all reporting accurate and submitted in a timely manner.
- H. Insures satisfactory performance from the other Chapter Officers and the Chapter Committee Chairs.
- I. Prepares an annual report of Chapter Activities for submission to the Section Secretary, Region and/or Society Chapter Coordinators.
- J. Represents the Chapter at all IEEE gatherings.
- K. Transfers Chapter records to the new Chapter Chair at the end of the year.