

# ASPA CHAPTER HANDBOOK

## Chapter Organization Manual

1998

American Society for Public Administration  
1120 G Street, NW, Suite 700  
Washington, DC 20005-3885  
202-393-7878; fax 202-638-4952

### What Makes an ASPA Chapter Successful?

1. Conducting chapter programs at least quarterly using topics of local or national interest.
2. Marketing of chapter programs in printed media, i.e., newsletter, local newspaper, information flyers.
3. Dedicated, involved chapter board of directors and officers who meet regularly and plan vibrant chapter events.
4. Submission of paperwork to ASPA in a timely manner; such as financial information, listing of officers, to ensure chapter receives rebate.
5. Networking with public officials and fellow ASPA members, expanding the professional network in your community.
6. Advocating professionalism and excellence in the public through contacts with members in academia and practitioners.
7. Hosting professional development seminars that benefit members, students and the community.
8. Taking part in community activities that portray ASPA as an organization to join (i.e., voter registration, collecting money for the needy.)
9. Sending chapter newsletters which contain useful information such as a calendar of events, articles concerning public administration topics and job openings.
10. Sponsoring summer internships for high school/college students.
11. Developing a scholarship program for students interested in public administration as a career.
12. Conducting a local high school essay contest for Public Service Recognition Week.

## 1. Chapter Creation

### Society Assistance

After determining there is local interest in forming an ASPA chapter, ASPA's president will appoint a committee and chair representative of the public administration community which the prospective chapter is to serve.

ASPAs staff will help the committee delineate the geographic area to be served so as not to infringe on other chapters in the area. ASPA will provide the committee with names of all ASPA members in the area.

The Regional Council member responsible for chapter liaison within that area shall be provided with the names of the chair and the members of the committee so contact may be established and assistance offered in the development of the new chapter.

The Regional Council member should maintain contact with the committee and should keep the chair of the Chapter Development Committee and ASPA staff apprised of the status of the prospective chapter.

### Structure

A chapter may be chartered provisionally with a minimum of 25 members. Within two years the chapter must raise its membership to 40 members unless otherwise provided for in the ASPA's bylaws.

The creation of a new chapter from an existing chapter, either metropolitan or statewide, shall not result in the decrease of the existing chapter's membership below the minimum requirements. Both the new and existing chapter need to be able to meet the chartering and performance criteria individually. A letter from the existing chapter must be a part of the chartering package for the new chapter. This letter must have the

comments and recommendations of the council of the existing chapter when the prospective chapter represents a diminution of the existing chapter's area.

## **Constitution**

The prospective chapter should adopt a chapter constitution and by-laws at a duly called organizational meeting attended by a quorum of individuals who are ASPA members or for whom the chapter holds completed membership applications. It must be approved by a majority of those present and voting. (Contact the Chapter/Section Relations Department for a sample constitution.)

The prospective chapter's constitution must meet the general standards and requirements of ASPA and must provide for the following:

1. The periodic election of officers of the chapter;
2. The common chapter year established by the Society;
3. Four program activities per year, including the annual business meeting;
4. A procedure for amending the chapter's constitution, including initiative and referendum;
5. Alternative methods for voting for officers and amendments, including the option of a mailed ballot;
6. The issuance of an annual report of activities and finances by the secretary or treasurer to the chapter's membership;
7. Methods by which council members or other members of the chapter may call for the removal of officers not fulfilling their responsibilities either by direct action within the chapter or by petition to the Council of the Society;
8. Exact 501(c)(3) non profit language as required by the IRS (contact the Chapter/Section Relations Department for the exact language);
8. For detailed statements of duties of the chapter's governing positions and other administrative details, bylaws shall be developed and attached to the constitution.

## **Financial Base**

Upon the formal appointment of a committee and the delineation of the geographic boundaries, rebates of new and renewal memberships generated from that area will be held in escrow for a period of 90 days, with such rebates to be assigned to the new chapter if it is chartered at the end of that period.

All rebates generated by new and renewal memberships after the ninety-day escrow period shall be assigned to the nearest chapter in that state, if one exists, or to the ASPA General Fund.

If the chapter is not chartered, the rebate will be reassigned to the appropriate unit.

## **Development Plan**

The prospective chapter shall develop a program plan, including a statement of program goals for its first two years, with the first year showing in detail, insofar as practicable, tentative program activities and dates.

The prospective chapter shall develop a membership recruitment plan for its first two years, with the plan including a statement of membership goals in terms of numbers and types of members. The plan shall also include a statement as to the strategy to be utilized by the chapter to achieve its membership goals.

## **Application to Executive Director**

When the members of the local organizing committee of the chapter believe they have met the chartering criteria, application for a chapter charter is then to be made to ASPA's Executive Director. The application includes the following materials:

- a. A copy of the chapter's duly approved constitution;
- b. A statement that the council of an existing chapter has approved for the formation of the new chapter, if such is required;
- c. A list of names and membership classification of those ASPA members who will constitute the membership of the new chapter;
- d. The names and addresses of interim or permanent officers of the chapter, including those of the appropriate committee persons;
- e. A copy of the program plan;
- f. A copy of the membership recruitment plan;

- g. Proposed annual budget with dates of fiscal year.

## **Approval**

Applications for chapter charters shall be reviewed and approved by the Chapter Development Committee. With the approval of the Chapter Development Committee, the application may be made to National Council. Once Council has approved the application, the chapter's charter should be presented at a meeting of the new chapter. Presentation should be made by an officer or council member of ASPA if possible.

## **2. Chapter Organization**

The chapter constitution and bylaws determine how a chapter is organized and managed. Typically, the constitution will specify the chapter's officers, the composition of the council or board of directors, if one is deemed necessary, and the committee structure. In addition, the bylaws will usually include the authority and primary responsibilities of each position, as well as the relationship between them. The means by which these positions are filled, either through election or appointment, will also be included in the constitution.

### **Chapter Officers**

At a minimum, each chapter should elect a president, president-elect or vice president, depending on the preference of the chapter, and a secretary/treasurer. The size and nature of a chapter and the impact on officers' responsibilities may warrant consideration of additional officers, (i.e. a split of the secretary/treasurer's responsibilities into two offices and/or the creation of additional vice presidents or committee chairs to handle particular matters such as membership or programs or to represent specific interests, geographic or otherwise, within the chapter).

It is extremely important that the constitution or by-laws specify the full range of authority and responsibilities assigned to each officer. Appendix B is a collection of job descriptions put together by one chapter which clearly outlines the duties and responsibilities of each of the chapter officers, as well as the council and various committee chairs. Obviously, this degree of detail is not essential in a constitution, but these job descriptions do highlight the appropriate duties and responsibilities which might be included when drafting a constitution and by-laws. In addition, there are several general responsibilities which apply to all elected or appointed chapter personnel (and perhaps even to all chapter members). These individuals, during the regular performance of their duties, should be expected to:

- Actively support the goals of ASPA;
- Promote the activities of the chapter and Society;
- Participate in implementing ASPA goals and objectives through leadership in conferences, sections, committees and other program activities;
- Advise, communicate, inform, and suggest actions and policies as deemed proper to advance goals, purposes, and programs useful to the chapter and the Society;
- Promote membership in the chapter and Society;
- Encourage the membership to participate in chapter and Society activities;
- Attend all chapter council meetings;
- Represent to ASPA members and to the public in general the goals and objectives of the Society; and
- Adhere to and promote ASPA's Code of Ethics (see Appendix D).

The responsibility for effective chapter operations rests with the president. He or she must assume general responsibility for coordinating chapter activities and promoting the general

growth and development of the chapter as an organization. If a chapter does not have a council, then the president and the other officers serve as the administrative and policy-making body of the chapter. They provide the direction and leadership necessary for carrying out member decisions and are responsible for all plans, activities and implementation of policy.

When selecting chapter officers, and board members, it is important to ensure they possess the necessary leadership qualities which will enable them to assume and follow through with their assigned responsibilities as well as those activities which need to be planned during the year. Prospective nominees should have a proven record of accomplishments in public administration and chapter activities as well as the time to contribute to the chapter. It is extremely important for all officers to commit their time to the management of the chapter, but the president needs to recognize that many hours are necessary for a successful chapter program.

### **Chapter Board of Directors**

The constitution and/or by-laws should clarify how and in what manner the council will be organized. Flexibility is essential so that individual assignments can be made which provide for the best use of time and talents of the council members. It is more important for a council to organize around what it plans to accomplish and try to fill slots accordingly. The size and organization of the council will depend on the size of the chapter, geographical area to be served, and other considerations which the chapter regards as important. Generally, a chapter may find it wise to include a provision in its constitution designed to encourage a balance of representation regarding such factors as age, gender, ethnicity, level of government, geographical area, functional occupation, and organizational association. The constitution should also specify the method by which council members are elected and the rules under which the council will operate.

At the beginning of each year, the council should take an overall view of each member's responsibilities and general assignments and to give council members a chance to get acquainted with one another. Probably one of the best ways to accomplish these goals is at a full council orientation session or retreat designed so that every council member, whether new or continuing, can participate in a discussion of chapter objectives for the coming year and become familiar with the various aspects of their individual assignments and those of the other council members. These assignments can include any number of activities, including serving as committee chairs, public information officers, membership or conference chairs, etc. The key point here is that council members should be active working members of the chapter. Such a session usually covers the council's overall functions and chapter priorities and can be valuable in building a sense of "total council responsibility."

For the new members on the council, it may be advisable to hold a brief session to cover a few essentials already familiar to continuing council members. This is a good time to review routine informational matters such as how to prepare council briefings and reports; how to review the budget; how to use vouchers for reimbursable expenses; deadlines for chapter, regional, and national activities; and any other information useful or important for new members.

Council meetings should be held as often as needed for the council to plan, direct, and evaluate the activities of the chapter. At the meetings, the council should focus on the broad policy, program, and administrative decisions which must be made. Depending on the size of the council, detailed planning and implementation may best be left to committees.

The president is responsible for preparing an agenda after consultation with council members regarding what council decisions are needed at the next meeting. An agenda should list the topics to be discussed and an approximation of the times allotted for each. It may include:

- additions or corrections to minutes of the proceeding meeting;

- treasurer's report;
- major policy discussions and decisions;
- decisions on chapter activities scheduled to take place in the near future;
- correspondence from the ASPA office;
- decisions on committee proposals and directions authorizing committees to proceed with plans; and
- plans for the future and evaluations of past chapter activities.

Written council briefings can save time and help council members prepare for meetings, specify decisions the council will be asked to make, and provide background information for those decisions. The briefings and agenda should be sent out at least one week in advance of the meeting (see Figure 1 and 2). It is important that notices include information such as time, date, place, and anticipated length of the meeting. Council discussion need not be formal, but it should be orderly.

## **Committee Structure**

The president of the chapter is also responsible for appointing chapter members to committees. Committees, whether they are ad hoc or standing, can be a great asset since they can help stimulate thinking and facilitate sharing the workload. Sometimes committees do not function as such because much of the work falls to one person. Every effort should be made to prevent this from occurring. Although widespread participation is a worthy goal for a chapter, it is wise to recognize that a few well-organized, active committees are better than many committees that do not function effectively. Generally, it is wiser to strive for quality rather than quantity. The officers and council should direct and guide the activities of the chapter. Committees propose, recommend, and with council approval, execute.

There are two key areas where a chapter should consider the establishment of standing committees, namely, the program and membership committees. Depending on the particular chapter and its needs and activities, other standing committees may be appropriate such as publications (newsletter), finance and publicity. In addition, consideration should be given to ad hoc committees or task forces which can function in areas where work is more narrowly defined or has a short-term time limit. Such groups can deal with handling a specific activity such as nominations, awards, or special events, and then disband.

Whatever committee structure a chapter establishes, it is important there be appropriate guidance and direction from the council to the individual committees as well as feedback from the committees to the council. Different chapters have used different methods for ensuring that this occurs, either by designating an officer or council member as chairperson of each committee or by appointing at least one council member to each committee to serve as a direct liaison. Other chapters provide for a non-voting seat on the council for committee chairs and require their attendance at council meetings. Whatever the council-committee interface, committees should also be structured to include as broad a representation of chapter interests as possible in order to better reflect chapter concerns and desires.

## **Chapter Incorporation**

ASPA is exempt from federal income tax under provision 501(c)(3) of the Internal Revenue Code. In addition, all chapters are exempt under a group exemption letter. As new chapters are chartered, they will be sent a questionnaire and IRS form SS-4 for completion. ASPA annually files a report with the IRS which identifies all the current chapters, eliminating the need for chapters to routinely file individual federal tax returns.

A chapter may also want to consider whether or not it should incorporate, after careful examination of both the benefits and liabilities. Whether to incorporate your chapter may depend largely upon the rules governing corporations in your state. A chapter does not need to incorporate to carry on its program activities. However, with incorporation, a chapter may find it easier to directly receive government grants and contracts. (There are grant programs which do not require chapter incorporation or can be received through national ASPA.) Another advantage is that some states will grant a chapter a sales tax exemption, if incorporated.

If a chapter does incorporate, it must obtain tax exempt status from the IRS; obtain a separate employer identification number (even if it has no employees); file Form 990 annually; and conform to all the requirements of its state and localities concerning registration of their incorporated and tax-exempt status, acquisition of a seal, etc. If a chapter has no intention of engaging in grant or contract activity, its state will not qualify it for a sales tax exemption, or there are no other benefits associated with incorporation, then incorporation would only bring unwarranted paperwork.

### **Figure 1** **Sample - Notice of 1st Council Meeting**

#### Memorandum

To: Members of the Chapter Council  
From: Chapter President  
Subject: Meeting of the Council (time, date, place)

#### Preliminary Agenda

- I. Organizational Matters
  - A. Incorporation of the Chapter - June 17, 19\_\_
  - B. Tax Status of the Chapter - 501(c)(3) or (6)
  - C. Formation of Chapter Forums
    1. Purpose
    2. Goals and Objectives
  - D. Membership Growth: target groups (work sheets to follow, including agencies and person assigned)
  - E. Committee Assignments
- II. Program Development
  - A. Proposed Calendar of Events
  - B. Development of Comprehensive Chapter Program Activities 19\_\_
    1. Report from each Council Member assigned
    2. Report from Annual Conference Committee
    3. Report from Forums re: Program Activity
- III. Budget Adoption (proposal to follow)
- IV. Regional Matters

Final agenda and work sheets to follow. Please call (name of person) if you want to add an item to the agenda (phone number).

**Figure 2**  
**Sample - Agenda for Chapter Council Work Session**

- I. Organizational Matters
  - A. Formation of Area Committees (sub-Chapter Councils).
    - 1. Area 1
    - 2. Area 2
    - 3. Area 3
  - B. Committee Assignments
    - 1. Membership (name of person assigned)
    - 2. Publicity
    - 3. Conference (Annual)
    - 4. Fiscal
    - 5. Program
    - 6. Other
  - C. Membership Growth - Target Groups
    - 1. Area 1
      - a. State government agencies
      - b. City and County governments
    - 2. Area 2
      - a. City government agencies
      - b. County government agencies
    - 3. Area 3
      - a. City governments
      - b. County government
      - c. Federal agencies
- II. Program Proposals
  - A. Proposed Calendar of Events
    - 1. Luncheons
      - a. Area 1
      - b. Area 2
      - c. Area 3
    - 2. Dinner Meetings
    - 3. Evening Non-Dinner Meetings
    - 4. Breakfast Meetings
  - B. Annual Conference
    - 1. Date
    - 2. Site
    - 3. General Theme
    - 4. General Arrangements and Program Details
- III. Regional Business
  - A. Annual Regional Conference
  - B. Meeting of Chapter Officers in Region
- IV. Budget Proposals
- V. New Business

### 3. Developing a Program

While ASPA members give a variety of reasons for being active in their chapters, one of the most frequent reasons given is, "I find the programs interesting." As anyone who has been a program chairperson knows, "interesting" programs take much thought, planning, and effort. The first ingredient for a successful program year is a program committee that is as diverse as the chapter's membership and aware that their success means a successful year for the chapter. In smaller chapters, the council itself may elect to serve as the program committee with each member taking overall responsibility for one meeting.

#### **Determining Member Interests**

Prospective ASPA chapters are required to set program goals and show a tentative two-year statement of program goals. As a follow-up to this, some chapters have continued to schedule regular all-chapter meetings each year which are devoted to setting goals and enunciating program needs for the upcoming year. Program goal setting can be an effective way to rejuvenate lagging enthusiasm, determine programs that are relevant to member needs, and assist the council and officers in setting a course for the chapter that reflects member desires in belonging to a professional association.

Another way of checking regularly with chapter members to find out which topics and formats are of interest to them is a survey. Either by telephone, mail, or at a meeting, surveys are one of the best ways of determining specific member preferences. Questions should cover content, format, suggested scheduling, participants, etc., as well as general comments.

**Telephone Survey.** Divide the membership (or a random sample, in the case of large chapters) and have the officers phone each member. This can be the most successful type of survey in terms of reaching the greatest number of members, but it is also the most time-consuming. An added side benefit is that it provides an opportunity for members to express opinions on the organization as a whole and lets them know their opinions and participation are valued.

**Mail Survey.** Mail a questionnaire to the full membership, either with the monthly newsletter or meeting notice, or separately. These are not always very successful in terms of rate of return (in spite of the use of a stamped addressed return envelope or mail back address flap that requires only folding, a staple, and a stamp). Also, they can be expensive.

**Meeting Survey.** Distribute a questionnaire at council, committee, and general membership meetings. The shortcoming associated with this method is that only active members are heard from, which does not help the committee plan the kinds of programs which may also attract currently inactive members.

**Informal Survey.** Ask members, in the newsletter or at a meeting, to jot down program preferences or to phone ideas to members of the program committee. This is usually not very effective in soliciting suggestions, and should be used only as a last resort.

#### **Planning Winning Programs**

Once member interests have been determined, other sources of program ideas should be considered along with a variety of potential program formats. Additional information sources include: ASPA publications, regional or national conference themes, neighboring ASPA chapters (consider a joint meeting and/or newsletter exchange), other professional associations in the area (International Personnel Management Association, American Planning Association,

etc.), and the political science or public administration departments of nearby colleges and universities.

Balancing program content to meet member needs can be a delicate job. Most chapters encompass a broad cross section of public administrators—from all levels of government (city manager to federal administrators) and all kinds of disciplines (administration, finance, personnel, planning, criminal justice, health services, etc.), as well as academicians and students. Not only must the broad range of professional interests be considered, but also the vastly differing levels of experience among members.

Winning programs are those which reflect chapter member concerns, relate to their need for professional development, broaden their perspectives, and help them to meet other public administrators in a friendly, professional atmosphere.

There are unlimited possibilities for fresh new programs both in terms of content and format. What follows is a brief description of program ideas that chapters have tried and found successful.

**Conferences.** These can be good money raisers. Smaller chapters may wish to cosponsor a conference with a public agency, university or other professional group. The content can range from "What Community Development Means" to "Total Quality Management" (TQM). Any subject of sufficient depth and concern to your members and other public administrators is a possibility.

Conference formats usually include: keynote speakers and a variety of panels, workshops and roundtables. Informal and social activities should be included as some of the most valuable discussions often occur outside the formal program.

**Awards Programs.** A number of chapters give annual awards to chapter members, individual administrators, or unique government programs. The award criteria may vary from year to year or remain standard. The award ceremony can be the highlight of the chapter year and is an excellent opportunity for news media coverage and community recognition for ASPA as well as public administration as a profession.

**Film Series.** Check a nearby university film library or the state library system for appropriate films on administration, personnel, management training, community and interpersonal relations, etc. Consider informal discussions led by chapter members following the film showing. Schedule the series for the same weekday night each week and give a price break for the entire series.

**Job Marts.** Several chapters have run an extensive job placement service. Less ambitious job marts can take place through a newsletter column or a bulletin board at chapter meetings. More formal job marts can be used at conferences sponsored by the chapter or through talent banks run either by the chapter or by special committees such as the chapter's Women in Public Administration or Conference of Minority Public Administrators or Young Professionals Forum.

**Problem Solving Roundtables.** Many administrators even those with long experience will relish the opportunity to get advice or exchange opinions on specific operating problems. Consider a problem solving meeting with experts in a variety of fields (budgeting, personnel, affirmative action, organizational development, communications, etc.), each assigned to a roundtable which has a sign identifying the problem to be discussed. Participants circulate freely. The expert and those at his/her table suggest solutions to problems that are presented. This can be a high energy, informal, and rewarding experience for participants and experts alike.

**Lecture Series.** A lecture series may be developed by subject matter or around distinguished lecturers. Whether a specific subject is chosen and lecturers representing a variety of viewpoints and perspectives make up the series or whether the series is organized around notable personalities, with minimal continuity of topics, a lecture series that is sufficiently broad based

to appeal to more than the chapter membership can be a considerable contribution to the community and serve as an excellent device to attract new members.

There are dozens of types of meetings that can be effectively used for stimulating programs so program committees need not find themselves in a panel or dinner speaker rut. Of course, the talent available will determine the format to some extent. For example, a member of Congress would certainly call for a slot as a keynote or featured speaker. A city budget analyst might be ideal for a roundtable discussion leader. A college professor is a natural for a seminar leader. Examples of programs that have "worked" across the United States are:

- Higher Education Fair. Bring together institutions of higher learning in one location with information on their respective programs.
- Past President's Reception. Invite all past chapter presidents to a reception for a great networking event.
- Voter Registration Drive.
- Community Service Projects. Projects to help various constituencies with special needs.
- Luncheons with well-known speakers. Speakers address a topic of interest to all attendees.
- Cocktail Receptions. Every member is encouraged to invite and bring a potential new member.
- Public Service Recognition. Recognizing local public service individuals for their unique accomplishments during the annual Public Service Recognition Week.
- Half-Day Seminars (including luncheon). Based on hot topics hosted in town meeting format with local leaders.
- Local Government Close-Up. An event hosted by the local chapter where area high school students interested in public administration are invited to participate in a mock session of how local government works.
- Local Chapter Sponsored Scholarships and Essays. Awards to qualified candidates seeking graduate degrees in public administration or local student essay contests.
- Co-Sponsored Events. Events with other professional organizations to expand the awareness of ASPA and increase its potential members.
- As Volunteers. For organizational studies, give expert testimonies in public hearings, and hold seminars and workshops to educate the media about important issues.

Following are some format ideas geared to adding "spice" to the chapter's program schedule:

**Clinic, Workshop or Mini Seminar.** Learning situations which are particularly suited to professional development are effective with this technique. These can be conducted on an appropriate subject, for example, "How to Implement an Affirmative Action Program, How to Conduct an Employment Interview, How to Become a City Manager" and the like. Role playing, gaming, video tape feed back and case studies can be employed. This is an excellent way to meet the professional development needs of the chapter's newer administrators. It requires an effective individual or team "teacher" or experts and should be limited to 25 or so at a maximum. Do not overlook the talent of the chapter's own members when searching for workshop leaders.

**Colloquy or Seminar.** This is an academic approach with a skillful leader who knows the subject and also has discussion skills. Seminars require some level of awareness by participants as information exchange is the key to this technique. A face-to-face set-up (circle) encourages participation. In larger groups, try an inner and outer circle arrangement with those on the inner circle actively participating and exchanging seats with those on the outer circle, so everyone has a chance to be involved.

**Court Technique.** "Try" an issue with a "judge," "witness," "trial attorneys," and of course a "jury." Role playing to enhance skills are helpful.

**Dialogue with an Expert.** Even using keynote and featured speakers can be varied in format with a "Tonight Show" interview or a "Meet the Press" group interview of the experts. If the chapter is lucky to have a noteworthy or newsworthy name on the program, consider asking the local press to participate as part of the program. Sending background briefings to the press may be helpful.

**Panel.** This technique is much beloved by program committees since participants are easier to obtain for panels than for single person presentations. The operative dynamic seems to be that there is safety in numbers. Consider using listening teams or reactor panels to increase the discussion that follows the formal presentation.

**Roundtables.** Chapter members may welcome an opportunity to actually be the program themselves. Roundtables require a meaty subject with many perspectives that lend themselves to open discussions. Table facilitators should have some facts on the subject and be prepared to report to the whole group with the issues discussed and any conclusions. Roundtables with an expert leader can be used as a training device for professional development programs.

## Finding Good Speakers

One of the most difficult tasks of the chapter's program committee is to find effective speakers, panel members, workshop leaders, moderators and the like. As previously suggested, the great variety of formats that are available should suggest that programs can include people with many kinds of talents other than those trained in public speaking. The program formats can vary to accommodate the talents that are available to the chapter. Sources of speakers that chapters have used include:

**ASPA Members.** The best and easiest source of program participants is the chapter's own members. The program committee might keep a "talent bank" which will be particularly valuable for last minute program changes and to cover an emergency cancellation by a planned speaker. You should also ask the national ASPA office to alert the chapter if national officers or council members are available to speak to the chapter.

**ASPA Sections.** ASPA sections encompass nearly all areas of public administration. When you are planning a program on a specific topic, do not overlook this possible source of either local or national speakers.

**Nearby Colleges and Universities.** Try not only the political science and public administration departments, but also the psychology, sociology and business administration schools which may have professors who would be willing to talk about their field of expertise or recent research. The public affairs office of the school may help set up such a meeting and may even aid you with publicity.

**Major Government Facilities.** Survey the government agencies and facilities in your area for possible program participants, not to mention new chapter members.

**Traveling Bureaucrats.** High level federal government officials travel extensively. Chapter members who are sensitive to the possibilities this holds for ASPA programs can alert the chapter program committee to upcoming visitors. If lead time does not permit a regular meeting, consider a small no-host luncheon using a telephone tree to alert a portion of the chapter membership.

**Politicians.** Senators and House members, as well as state and local legislators, are an excellent resource and usually are looking for audiences of constituents. Remember the importance of balance and the need to give all persuasions an airing. Be prepared with a back-up speaker in case of a last minute legislative emergency.

**Civic Leaders.** Consider non-administrators or even non-government representatives such as the president of the League of Women Voters, the lobbyist for a conservation organization, or a militant civic rights organizer.

**Business Leaders.** Much of the management science used by public administrators comes from industries and businesses. Do not overlook top officials of the area's industries and businesses as possible participants in ASPA programs.

### **Scheduling Events**

While a chapter may want to experiment with different times and types of meetings and speakers to find what is most acceptable to its membership, many chapters have found it very helpful to aim for a regularly scheduled meeting day and time and even in some cases location. In this way, the ASPA meeting becomes a "fixed" event in members' minds and calendars. Remember, chapters must schedule at least three functions or activities per year plus an annual business meeting of members in order to meet Chapter Performance Standards. (See Chapter Constitution Section V, Appendix A.)

An optimum schedule includes meeting dates and content announced at the beginning of the program year. In this way, chapter members can mark their calendars and conflicts are less apt to occur. If the program committee can manage this, or if the chapter has a standard meeting day, consider publishing the year's schedule in calendar style. Use the membership survey as a means of determining the best dates and type of meeting. Obvious conflicts should be considered to the greatest extent possible when scheduling meetings, religious holidays; ASPA state, regional, and national conferences; annual state and national conferences of other professional organizations to which your membership belongs; local city council or county commission regular meeting dates if a large number of your members are local government officials; student chapter meeting dates; and, of course, those days or nights when major sporting events are scheduled!

Breakfast and luncheon meetings have proven effective in compact communities where members do not have to travel great distances. Dinner and evening meetings are preferred by many Chapters as more leisurely and resulting in fewer transportation problems. One chapter which has a very compact membership meets at the close of the workday with an hour program followed by a social hour and informal dinner arrangements for members who wish to eat together.

### **Meetings That Work**

At every meeting a special effort should be made to make members and visitors feel welcome and to create a friendly atmosphere that encourages participation and an exchange of ideas. Such an atmosphere does not just happen. Social hours, greeters, table settings conducive to conversation (e.g. small round or square tables with a maximum of eight people), name tags, self-introductions around the room, or even a hospitality committee can help newcomers and old-timers get to know each other. Chapter meetings that make members feel valued and welcome go a long way to help retain active members. Members should know what to expect and, in some cases, come prepared to add to the program. Meeting notices and newsletter announcements of the meeting should cover the who, what, when, and where of the program. In planning meetings, allow enough time for audience participation so members can exchange viewpoints. Members who go away feeling that their ideas were slighted or that there was no time to ask a speaker a question may feel that the program missed the mark. A program that was stimulating, in an atmosphere that was friendly and encouraged participation will bring members back for more.

## 4. Membership

The one thing which really makes a chapter successful or unsuccessful is its membership. Members are, in fact, the *raison d'être* of a chapter. They provide the basic criteria for chartering, determining the type of programs, and providing funds and people power.

### Recruitment

Membership development requires ongoing efforts to attract new members, particularly in fields or sectors currently under-represented in the chapter. The quality of chapter membership is the essence of ASPA, and representation from the broad segments of the public administration community is essential. Particular recruitment needs are best identified by the local chapter council and the membership chair, but key areas to consider are:

- Top executives
- Students
- Minorities and women
- Young professionals
- Federal employees
- State employees
- Local employees (including towns, cities, counties, special districts, and regional agencies)
- Non-profit and private sector (including consulting firms and public utilities)
- Academics
- Other categories

Your membership committee should be well-organized to reflect the membership priorities established by the chapter. If student memberships are needed, appoint an energetic graduate student from the local MPA program and schedule a visit to the student's class. If your chapter has too few local government members appoint a local city official to serve on your committee and spearhead a local membership drive.

In true public administration fashion, your membership committee should establish specific goals and objectives. The process will normally include: an initial assessment of the present state of chapter membership, selection of goals, including numerical targets and timetables for achieving those targets, and development of action plans and strategies.

There are several techniques which have proven successful in recruiting new members. They involve varying expenditures of time and/or funds.

**Special Invitation.** A printed card inviting the person to join the X Chapter, ASPA, with membership information and benefits to be derived from membership, may be sent to persons suggested by other members or identified by some other means, such as organization telephone books or mailing lists from related associations.

**Agency Contacts.** Chapter members agree to serve as contacts at their places of employment. Duties include: publicizing chapter meetings, arranging discussion groups, etc. and generally serving as liaison between the chapter and members or potential members.

**Chapter Programs.** When publicized and open to all, programs make excellent recruitment devices. Chapters often co-sponsor with other professional organizations thus offering an excellent recruitment opportunity. Membership applications should be available at all meetings and chapter officers should socialize and make newcomers welcome. One chapter has its senior ASPA members (their old and "big name" members) serve as greeters at their monthly meetings and advertises their presence in advance.

**University/College Faculty.** Public administration teachers make excellent recruiters for student members. A class could be scheduled to meet at a chapter program rather than in the classroom. Also arrangements can be made with a faculty member for a chapter member to attend a class to talk about ASPA and the local chapter.

**Word-of-Mouth.** This is an excellent way to interest non-members in chapter activities.

**Chapter Newsletter.** It should show the types of programs available to potential members and the types of activities in which chapter members engage. The newsletter is a reflection of the chapter and, as such, should be placed in strategic places where potential members have an opportunity to see it and become interested. Some chapters provide a free 3 months subscription to potential members.

**Chapter Brochure.** It should be prepared each year and include the current officers and schedule of program activities and services for the year, as well as, general information about the chapter and national ASPA.

**Special Functions.** One chapter holds an annual wine tasting party which gives members a pleasant social experience, makes money, and provides an opportunity for prospective members to meet current chapter members.

**Membership Campaign.** This can be a chapter-wide effort in which recognition is given to those members who recruit the greatest number of new members or draw the most old members back to the chapter (perhaps a free dinner meeting ticket). Any of the previously discussed recruitment techniques can be utilized as a part of this effort.

## **National ASPA Recruitment Support**

ASPA can support you in recruitment efforts. The staff often organizes targeted recruitment drives throughout the year, sending tailored letters and membership forms to persons on mailing lists purchased from other organizations. These drives generate new members who may affiliate with your chapter. You can also coordinate with the national office's Membership Department to use local mailing lists and tailored letters you generate for such campaigns.

ASPA's Membership Department will provide you with membership brochures and has other resources available to help you plan your recruitment strategies.

The national Membership Development Committee can also help you devise your strategies. The Committee works with staff each year to sponsor a membership development workshop in conjunction with the national conference. Each chapter is urged to send a representative to the workshop. The objectives of the workshop are to orient chapters to membership recruitment and retention strategies and to available resources. The workshop also provides chapters an excellent opportunity to share ideas. The national Committee works to help sponsor similar workshops at each regional conference and to appoint committee liaisons to help chapters with membership development.

## **Orientation**

This area is probably most often forgotten. Once a new member pays the dues, it is assumed that the member knows all about ASPA and thus is often overlooked. There are a number of follow-up activities which can be utilized by chapter officers to personally welcome new members and encourage them to participate in chapter activities. These can include a personal letter of welcome from the chapter president, a personal phone call from a member inviting them to attend the next chapter meeting, and recognition in the chapter newsletter, perhaps through a member profile. If you have a speaker's bureau or special committees or sections, offer them an opportunity to become involved in these activities.

Those chapters with a high drop-out rate may want to consider the length of membership for the "drop-outs" as well as a survey to determine the reasons why (see Figure 3). There can be any number of reasons for drop-outs (e.g., job move, completion of school and relocation), but often the real reason relates to a lack of involvement in the chapter's activities or sense of belonging. If a chapter does have a large number of "short-timers," it might be worthwhile to make a concerted effort to welcome new members, tell them about the chapter, and get them involved in chapter activities.

## **Involved and Active Members**

While not all members wish to be actively involved in ASPA chapter activities, chapter officers do need to make an effort to determine the extent of participation desired and then follow through. In most chapters, there are a wide range of activities in which members can become involved, from being an officer or council member, to serving as a newsletter contributor or committee member. Committees are needed for almost every type of activity a chapter undertakes: programs, conferences, awards, nominations, or other special events. The officers and council can be instrumental in encouraging and providing opportunities for membership participation by making a strong effort to draw as many different members as possible into these activities through committee appointments. In addition, it cannot be emphasized enough that another good way to encourage participation is to use your members, where appropriate, as part of your program

and conference activities. And, as with most anything else, personal contact is the key to developing and maintaining a sense of belonging. For example, each council member could be given an assignment to call six members each month just to talk about the chapter and their likes and dislikes, suggestions for improvement, etc.

## **Retention**

There are two phases of membership which are especially important in retention. The first of these involves new members. As noted previously, they should be warmly welcomed and given the opportunity to participate in chapter activities. A sense of "openness" helps new members to decide to continue their membership. Some chapters use membership certificates or lapel pins as a means of developing a sense of belonging. Other chapters have produced a membership roster or directory which can also be useful in recruiting efforts.

The second involves "expired" or those members who have not renewed their membership but are still on the mailing list. Personal contacts at this point by chapter officers serves as a reminder and also expresses interest in the member. Some chapters also send out their own renewal reminders, in addition to those sent out by ASPA, as a means of encouraging renewals (see Figure 3). ASPA staff will help provide the data and resources you need to implement these retention efforts. ASPA sends out periodic mailing lists of current members, new members and expired members (See Figure 4 for a description of ASPA's Chapter Label/Roster Program.) ASPA also provides periodic analyses of a chapter's membership trends to help you modify your strategies.

Keeping members involved to the extent they wish to be involved, providing good programs and using the techniques discussed earlier in the sections on recruitment, orientation, and participation affect retention. The key is making a member feel important to the chapter and contributing to its well-being. What it all adds up to is the sense of "community" which exists within a chapter, or the degree to which these activities help build a feeling of support or togetherness in the chapter. A strong sense of community can reinforce member satisfaction and increase stability in the chapter.

## **5. Financial Administration**

Chapter financial administration will involve most chapter officers and the chapter council even though major responsibility in this area rests with the secretary/treasurer or treasurer if these positions are separate. Program committees require the collection and accounting of activity fees. Membership committees need to be concerned with the correct level of dues rebates. The chapter council and president will be most concerned with approval of a chapter budget and review of financial reports.

Financial administration should include five documents to achieve simplicity, clarity and responsible management:

- Chapter Budget
- Transaction Ledger
- Individual Activity Report
- Interim Operating Statements
- Annual Financial Report

### **The Chapter Budget**

Each chapter should adopt a budget including projected revenues and expenditures for the coming fiscal year. Reviewing past budgets and treasurer's reports will give helpful ideas about recent trends and the best format for your chapter. Generally, a program or line-item budget will be appropriate for adoption by the chapter council. Many chapters may prefer to use the program budget as a program planning tool, while formally adopting the line-item budget as a control mechanism. Figure 5 is a program budget format which also incorporates line-item concerns. Figure 6 is the budget summary which acted as a base for the development of this program budget.

This sample chapter started the fiscal year in excellent financial condition. Thanks to the diligent efforts of previous chapter officers, a 1993 regional ASPA conference netted over \$2,000. After the regional council approved a proposal to set aside a portion of this profit for regional liaison expenses, the chapter was left with a cash surplus of over \$1,500!

Using the cash surplus as of July 1, 1993 as a base, a projection of \$1,500 in membership rebates was added, after consultation with the membership chairperson. The chapter expected to lose a few members when a new chapter was chartered within their state, but felt membership recruiting efforts would offset this and provide a slight increase in total membership. Of course, projections should be based on conditions affecting your individual local chapter.

Dinner receipts are another major source of revenues for most chapters. The treasurer should coordinate this estimate with the program chair. For example, you may want to plan six dinner meetings for 100 persons each. Estimating attendance at 80 regular members and 20 students, and holding the line on dinner prices to \$18.00 per regular member and \$16.00 per student, will give you \$1,760 in receipts. The meal may only cost \$15.00 per person so the chapter nets \$260.00 as revenue.

Chapter expenditures which reflect the activities of the chapter cost center are a popular concept that can be applied when several activities are planned. In other words, the line-item expenditures (supplies and materials, printing and reproduction, postage, etc.) are clustered according to the activities or outputs which they produce. The examples used in this case are:

- Chapter Administration
- Dinner Meetings
- Program Development
- Newsletter
- Region IV Conference
- Membership Development
- Special Projects
- Awards
- Scholarships and Essay Contests

## **Rebate Procedure**

Effective January 31, 1996, the rebates are based on a per capita dollar amount per chapter member.

Chapter treasurers will be able to multiply the number of members and the dollars per capita to determine their total rebate for the year. The dollar amount per member will be set by the Finance Committee and the National Council during the budget process. Chapter leaders will be apprised of the amount at that time.

(As of January 1, 2001, ASPA offered a rebate of \$5 per primary member, and \$6 per secondary member.)

Per order of the National Council, rebates can only be transmitted to chapters which are in compliance with ASPA policies. Those policies stipulate that each chapter must:

- submit an annual financial reporting form
- submit an annual list of officers
- have officers which are current ASPA members.

Chapters that are not in compliance by 12/31 of the year following the call for information forfeit their rebate. Forfeiture appeals made be made up to one year after the forfeit.

## **Financial Management**

Management of chapter finances is often overlooked. However, these functions are necessary for maintaining fiscal integrity and optimal return on cash investments. In addition, rebates will not be sent by ASPA without evidence of good financial procedures.

Some basic recommended financial tools are:

A *transactions ledger* containing the date of each transaction; a descriptive narrative including a statement identifying the budget item/area of transaction; and the financial impact of the transaction on chapter revenues, expenditures, and cash balance should be maintained. (Each individual activity report is treated as a single transaction.)

A *checking account* should be opened for normal purchases and reimbursements. The chapter council will need to adopt a resolution authorizing the treasurer and probably the president or president-elect's signature. The check book should be balanced to the penny each month and should be compared against the transaction ledger records.

*Bill paying* is also an ongoing financial management function. It is helpful to set up two files: one for current obligations and one for paid vouchers. As bills are received they immediately go into the current obligations file. By the end of the month bills should be paid. A statement of payment is then attached to a voucher form and both are filed for future reference in the paid vouchers file. After writing and mailing the check an appropriate entry could be made in the transactions ledger.

*Cash management* of chapter fund balances is also important. Keeping excess fund balances in short-term 90 day certificate of deposit accounts rather than in regular savings accounts can earn chapters additional interest dollars. At no time should funds unneeded for current operations be kept in a chapter checking account. Regular savings, 90 day deposit or other accounts should be utilized to maximize chapter interest revenues. However, chapters should be aware that penalties for early withdrawal from some accounts can be substantial. Accurate estimates of operating fund needs are imperative. At the end of each fiscal year interest earnings should be added into savings certificates and/or savings accounts as an asset, and listed along with membership rebates and other receipts as operating income.

*Fiscal Year*—Chapters shall conduct financial operations on a defined fiscal year and in conformance with generally accepted accounting principles. Chapters are encouraged to adopt a fiscal year of January 1 to December 31 consistent with that of the Society.

## **Reporting to the Chapter Council**

Integral to chapter financial administration is accurate and detailed reporting on funds to the council. In most cases, these reports will revolve around budget or activities questions, i.e., "How much have we spent out of the allocated funds for the newsletter?" "How many people purchased tickets at what cost to a certain event?" "What was the net revenue from the last dinner meeting?" However, at other times information requests will be more general. Three documents will help clarify chapter financial reporting.

An *Individual Activity Report* (Figure 7) should have both programmatic and financial benefits. It should include a description of the activity, the number of persons attending, cost per person, gross receipts and disbursements and the net financial result. This net figure should be entered in the chapter Transactions Ledger.

*Financial Operating Statement* (Figure 8) should be made to chapter councils by the treasurer on an agreed upon basis, perhaps quarterly. This document should include the current chapter revenues and expenditures by program area or budget line item and revenues by source. Data showing the projections adopted in the chapter budget should be available for comparison by council members.

*Annual Financial Report* (Figure 9) is required to meet the reporting requirement to the national office. Developed by the treasurer, this report would have two parts, a balance sheet and a budget projection/expenditure comparison. The balance sheet should list the chapter financial assets and liabilities and current financial position (level of surplus or deficit). The comparison should follow the budget (program or line-item) format showing actual expenditures versus original projections (Figure 10). This annual report should be utilized in making and improving next year's annual budget projections.

## **Reporting to the ASPA Office**

Each year, all chapters are required to submit certain financial information to the ASPA office. The guidelines for financial reporting to the chapter council cited previously should aid in submitting these materials. In many cases, there is a change in chapter officers at the time the information is due in the ASPA office and it is suggested that the "old" officer(s), which the reporting period covers, complete and file the information needed.

Chapter rebates will be withheld until these reports and information as directed by the National Council are received by the national office.

The *Revenue and Expense Statement* does not have to be elaborate, but should include itemized sources of major revenue receipts and expenditures. The form will be provided by the national office.

The *Balance Sheet* does not have to be elaborate, but should show major assets and liabilities. The form will be provided by the national office.

#### Statement of Audit

a) Chapters with gross revenue in excess of \$25,000 are required to have a CPA audit their financial records and furnish a standard statement of audit, and may be legally required to file an IRS form 990.

b) Chapters with gross revenue less than \$25,000 are not required to have a CPA audit their financial records. However, a review of the accounting records, revenue and expense statement and the balance sheet by two chapter members who have not handled the receipts or disbursements is required. A short statement of their findings is sufficient. The form will be provided by the national office.

A list of *council officers* must also be submitted to the office.

## Other Information

ASPA provides commercial general liability insurance for all chapters which eliminates the need for personal bonding of any member involved in chapter finances.

Chapters with regular gross revenue of \$25,000 or more are required to file a Form 990 directly to the IRS with a copy forwarded to the national office.

Financial records of a chapter should be retained for a period determined by each council. A minimum of five years is recommended, though the chapter may find it a good idea to maintain the annual report independently.

## Fund-raising Suggestions

Numerous types of activities can be utilized by a chapter to raise funds. Since membership rebates on national dues usually serve as the primary source of revenues for most chapters, one of the quickest and easiest ways to raise additional funds is through a membership drive. Beyond this, hosting a regional conference can also be a big money-maker, if managed properly. A local conference or workshop on a topic of particular concern to public administrators in your area could be utilized to raise funds. Dinner and luncheon meetings are generally planned to be selfsupporting and in view of rising prices are not really recommended or utilized by most chapters as a fund raising source. However, in order to avoid getting short-changed, anyone who makes a reservation but doesn't show for a meeting should be billed for the cost of the meal.

Source of funds for some chapters has been grants from local foundations or even local, regional, or state agencies to study specific problems or topics of concern. If quotes are obtained, guidance should be sought from the national office on legal responsibilities.

Other types of successful fund raising activities have included: the sale of t-shirts and desk items such as pens and paperweights with the ASPA logo and local chapter name, the use of an exhibits room in conjunction with a conference, and the sale of ads in conjunction with a local publication or conference handbook. Some chapters have utilized a special onetime charge as a means of funding a specific project; for example, seed money for a new student organization within their chapter.

In the end, it is important to remember that most ASPA activities are carried out on a volunteer basis and, therefore, need not be overly expensive to put on. A chapter's fund raising activities should, therefore, be oriented toward raising only those funds necessary to successfully implement the desired program activities of the chapter. In planning for a special fund-raising event, the chapter may want to designate the use for revenue generated.

**Figure 5**

Program Budget

	Chapter Admin.	Dinner Mtgs.	Program Dev.	Region 4 Conference	Membership Devel.	Newsletter	Total
Supplies/ Materials	155	20		30	205		410
Printing/ Copies	100	50	190	400	50	30	820
Postage	40	60		100	20	85	305
Phone	25						25
Travel	100		25				125
Conf. Exp.				400			400
Essay Contest					500		500
Dinners	1815						1815
Misc	50					100	150
Activity TOTAL	2285	130	215	930	775	215	4550

**Figure 6**

Program Budget Summary  
(19\_\_ - 19\_\_)

Revenues

Cash Assets (July 1, 19__)	\$1,577.51
Membership Rebates	1,560.00
Dinner Receipts	1,815.00
<b>Total Projected Revenues</b>	<b>\$4,952.51</b>

Expenditures

Chapter Administration	\$402.00
Dinner Meetings	2,025.00
Program Development	250.00
Newsletter	530.00
Region IV Conference	470.00
Membership Development	115.00
Scholarships/Essay Contest Awards	500.00
	200.00
<b>Total Projected Expenditures</b>	<b>\$4,492.00</b>

Cash Assets (Projected as of June 30, 19\_\_) \$460.51

## Figure 7

### Individual Activity Report

(financial portion)

Meeting of (Date)

Type of Meeting

Receipts					
_____	Members	@	\$_____ =	\$_____	
_____	Guests	@	\$_____ =	\$_____	
_____	Students	@	\$_____ =	\$_____	
_____	Complementary				
_____	Total Attendance				
Other Receipts (itemize)				\$_____	
Total Receipts					\$_____
Disbursements					
_____	Dinners	@	\$_____ =	\$_____	
_____	Dinners	@	\$ n/c =	\$_____	
Other Disbursements (itemize)				\$_____	
Total Disbursements					\$_____
Profit (Loss)					\$_____

Secretary/Treasurer \_\_\_\_\_

## Figure 8

### Quarterly Financial Operating Statements

(December 31, 19\_\_ - Second Quarter)

		Budget	Projected	Actual to Date
<b>Revenues</b>				
Cash Assets (July 1, 19__)	\$1,577.51			\$1,577.51
Membership Rebates		1,560.00		656.00
Dinner Receipts	1,815.00		410.00	
<b>Total Revenues</b>	<b>\$4,952.51</b>			<b>\$2,643.51</b>
<b>Expenditures</b>				
Chapter Administration	\$402.00		\$246.04	
Dinner Meetings	2,025.00		592.88	
Program Development	250.00			67.57
Newsletter		530.00		199.08
Region IV Conference	470.00			48.50
Membership Development	115.00			15.25
Scholarships/Essay Contest		500.00		00.00
Awards	200.00			00.00
<b>Total Expenditures</b>		<b>&lt;\$4,492.00&gt;</b>		<b>&lt;\$1,169.32&gt;</b>
<b>Cash On Hand</b>		<b>\$460.51</b>		<b>\$1,474.19</b>

## Figure 9

### Annual Financial Report

Balance Sheet

June 30, 19\_\_

#### Assets

Savings Certificates		\$1,600.00
Savings Accounts	200.00	
Temporary Loans Due	100.00	
Cash on Hand (checking account)	161.87	
Total Assets		\$2,061.87

#### Liabilities and Cash Assets

Accounts Payable	\$0.00
Regional Liaison Fund	<u>587.64</u>

587.64

Total Liabilities	\$587.64
Cash Assets	\$1,474.23
Total Liabilities and Cash Assets	<u>\$2,061.87</u>

## Figure 10

### Annual Financial Report

#### Budget/Expenditure Comparisons June 30, 19

#### Activity

Item	Chapter Administration Newsletter	Dinner	Program Meetings Total	Region IV Development	Membership Conference	Development	
Supplies and Materials	\$155/72	\$20/0		\$30/26	\$205/225	\$410/323	
Printing and Reproduction	100/150	50/0	\$190/309	400/240	50/40	\$30/0	\$820/739
Postage	72/200	40/0	60/96	100/111	20/15	85/65	\$377/487
Telephone	25/25						\$25/25
Travel	100/142		25/0				\$125/142
Conference Expenses				400/230			\$400/230
Scholarship/Essay Contest					500/0	\$500/0	
Dinners	1815/2000						\$1815/2000
Miscellaneous	50/35				100/85	\$150/120	
Activity Total	\$402/482 \$715/150		\$2025/2142 \$4622/4046	\$250/405	\$955/607	\$275/280	

# Figure 11

## Revenue and Expenses Statement

Chapter Name \_\_\_\_\_

Date \_\_\_\_\_

Revenue	Budget	Actual
Rebates and Dues		
Meetings		
Workshops		
Interest		
Grants		
Total Revenue	_____	_____
Expenses		
Temporary Personnel		
Printing		
Postage		
Mailing Labels		
Travel		
Chapter Meetings		
Workshops		
Regional Meetings		
Grants		
Awards		
Scholarship/Essay Contests		
Miscellaneous		
Total Expenses	_____	_____
Revenue in Excess of Expenses	_____	_____

## Figure 12

### Statement of Audit

To: Members of the \_\_\_\_\_ Chapter and Executive Director, American Society for Public Administration, Washington, D.C.

We have examined the balance sheet of the \_\_\_\_\_ Chapter as of June 30, 19\_\_ and the related statements of revenues and expenses for the year then ended. Our examination included such tests of the accounting records and such other auditing procedures as we considered necessary in the circumstances.

In our opinion, the financial statements referred to above present fairly the financial position of the \_\_\_\_\_ Chapter at June 30, 19\_\_ and the results of its operations and the changes in its financial position for the year then ended.

Date: \_\_\_\_\_

Signature: \_\_\_\_\_

Name: \_\_\_\_\_

Address: \_\_\_\_\_

Signature: \_\_\_\_\_

Name: \_\_\_\_\_

Address: \_\_\_\_\_

## 6. Communications

The best organized and financed chapter with an appealing program and enthusiastic members can fall flat if no one knows about it. In other words, communicating makes the difference in a successful chapter. Communications affects all chapter activities from membership recruitment and retention to educating the general public about public administration as a profession. There are several methods which can be used by a chapter to disseminate information to both current and prospective members. See Appendix C for a sample Public Relations Plan which summarizes the various types of communication tools which can be used to publicize chapter activities.

### ASPA Publications

Public Administration Review is published six times a year and is the most prestigious journal in the field. While it carries no chapter news, its pages contain a wealth of substantive program ideas and subjects suitable for chapter meetings. Some of the authors are members of chapters and would be potential program speakers.

PA TIMES is a monthly newspaper devoted to coverage of news and developments of broad general interest to the field of public administration. In addition, PA TIMES carries chapter, society news and job announcements.

Occasional Publications: Breaking Through the Glass Ceiling, Public Budgeting etc.

### Chapter Publications

Meeting Notices are the simplest form of notifying chapter members of scheduled events. A notice can be an attractively typed letter or a professionally designed and typeset brochure. Most computer software programs can be used to easily design attractive flyers. A checklist of necessary information should be established for all meeting announcements, including:

- chapter name/ASPA logo
- topic and speaker name (title)
- who should attend
- what is the event
- location
- when is it scheduled (day, date, time)
- how can the reader get more information or make reservations
- cost

Distribution of meeting notices should include neighboring colleges and universities, other professional organizations, and major government agencies. Extra copies should be available to members for posting on agency bulletin boards.

Some chapters also design the first page of their monthly newsletter to serve as the meeting notice and post the entire newsletter on agency bulletin boards.

A chapter newsletter that is produced on a regular basis will do more than anything else to increase chapter participation and cohesiveness. The newsletter need not be elaborate to be effective. Studies have shown that publications that come out at least monthly enjoy much higher readership and recognition. The important thing is regularity so that chapter members can count on the newsletter as a source of information about activities.

The content of the newsletter should mirror the chapter. The editor(s) will need reliable correspondents reporting on committee activities, general membership meetings, and special events. Notes on members' job changes, book reviews, member profiles, opinion exchanges, calendar of events, and think pieces and essays by members or guest writers are some of the possibilities to be included. Be sure the chapter officers and editor(s) are listed in each issue along with phone numbers or addresses.

Reproduction can be done by photocopying or offset printing, using typewritten, laser printer copy or typeset originals. A lucky chapter may find a cooperative agency that is willing to print the newsletter monthly at cost. Other chapters use a small printing company. Large chapters may find a commercial mailing house the most effective way of handling this large production and mailing project each month. Most chapters use address labels from the national office. In some chapters, an additional list of non-

members who have attended functions is maintained. This list should not be permanent, but gives the non-members an opportunity to find out about chapter activities. The membership committee should target this list for recruitment.

Pamphlets, reports and books have been written and published by several chapters. These most often are the proceedings of a successful conference or seminar and often have a built-in market of those who attended the event. The major pitfalls of chapter publishing are judging the size of the market and arranging distribution. Advice on publications can be obtained from the national Publications Committee.

Periodicals published on a regular basis and co-sponsored by the local chapter have been used as an extra free benefit of chapter membership (The Los Angeles, Orange County and Inland Empire chapters have co-sponsored Critique).

A membership directory is a good means of helping to foster a sense of belonging to a professional group. The major difficulty with a directory is the substantial clerical job required to produce it and keep the directory current. One chapter uses printed gummed labels mailed out each month with the newsletter to replace old addresses and new additions in the directory.

Telephone trees and word of mouth are effective ways of generating interest in chapter meetings. A "tree" would be a lifesaver the month that the newsletter got lost on the way to the post office. It also is a nice personal way to show members that they are important to the chapter. Drawbacks are the need to collect members' phone numbers, the cost to "tree" callers, and the probability of missing would-be participants who might not be ASPA members. Members should be encouraged to bring one person with them to the meeting.

Agency contacts can be particularly helpful when several of your members are employed by the same agency. They can be very effective in providing direct services to these members such as notification of regular and special meetings and solicitation of members' ideas and suggestions.

## **External Communications**

While the first part of this chapter has dealt with how to get information to ASPA members, there are other "publics" that a chapter needs to communicate with: prospective members, neighboring colleges and universities, the government agencies in the area, and, occasionally, the general public. "Publics" overlap and some materials used for members are suitable for outside distribution. For example, a chapter brochure may have as a primary audience prospective members. Chapter pamphlets or conference proceedings should be sent to area libraries. Meeting notices can be used to alert the news media of "name" speakers or posted on college and agency bulletin boards. Once a publication or notice is prepared, the toughest job is done. Creative distribution will place the publication in the hands of those who can most benefit from it and this means a payoff to the chapter in terms of new members, recognition, publicity, and/or good will from important segments of the community.

The news media is often overlooked by professional organizations as a publicity outlet. Of course, the New York Times, The Miami Herald or San Francisco Chronicle are not going to announce the regular meeting of your finance committee. But, they certainly might be interested in knowing that a member of Congress is going to address your monthly dinner meeting on the subject of government ethics. If your chapter is located in a medium or smaller sized metropolitan area, the possibility of newspaper or electronic media coverage is much greater. The chapter's publicity committee should develop a media mailing list and prepare news releases for major chapter events. Generally, releases should be sent to the city desk of newspapers, the assignment editor of TV stations, and news editor of radio stations. Do not overlook the "community calendar" listings prepared by the public affairs department of many radio and TV stations and newspapers.

News releases should be written in a straightforward, simple style with simple language and short sentences and paragraphs. Be sure to include the four "w's" and one "h": who, what, where, when and how. Always type a news release double spaced and on one side of the paper only. Include a contact name and telephone number. As with any communication, starting with an important name, a startling fact, or a clever quote will enhance the opportunity for a news release to be printed. However, when in doubt, opt for a simple statement of fact. If the chapter's event is newsworthy, the news media will call for more information, quotes and/or pictures.

A chapter brochure or booklet is an excellent membership tool and can be used to explain the chapter's purposes and tell about its activities and leadership, as well as how to get involved. It can be typewritten on

a two-fold 8 1/2" x 11" piece or typeset, with multi-colors and pages, and bound, depending on the chapter's budget and the talent that can be mustered for the project. Remember to include a membership application or a request form which can be returned for additional information or an application form.

Promotional brochures can be produced for special events such as a lecture series, workshop, the chapter's annual awards program, or the chapter's scholarship fund raising project. Watch for samples from commercial advertisers that can serve as a model.

Using other organizations' newsletters and communications channels is another excellent way to publicize what the chapter is doing. News releases or meeting notices may be exchanged with professional organizations such as the American Planning Association or International Personnel Management Association, and groups such as the League of Women Voters or the state municipal league that have similar interests. Joint meetings with such organizations are a good way to expand program opportunities for members and get a great deal of mileage for publicity efforts.

Displays and bulletin boards have been used successfully by some chapters to publicize activities and promote membership. The publicity committee can appoint liaison persons at each agency or college/university who will be responsible for updating displays. Colorful, oversized posters can be used for mounting monthly meeting notices or calendars, with packets for membership information included on the posters. It is important to make displays colorful and graphically striking. (Construction paper and stick-on tape can be a low cost substitute for printed posters.) The liaison person should be alerted to take down old notices as soon as they are out of date.

Booths at conferences and fairs have been used by some chapters to attract new members, gain understanding of public administration as a profession, or raise money for a scholarship fund. Some local Leagues of Women Voters regularly sponsor government fairs often at shopping centers or other heavily trafficked spots. A booth at such a fair is a fine opportunity to present a positive image of public administration or present a chapter position on a local government issue. Information booths at regional or national conferences of other professional organizations have also proven an effective way to recruit new members. Several chapters have used food or entertainment booths at local fairs as money raisers for scholarship funds or to finance student attendance at the national conference. Other chapters have conducted voter registration drives, by setting up tables in government buildings in heavily travelled locations. One chapter created an "Education Fair" where all public administration programs from local universities were invited to a government center to offer information on their respective programs. A chapter "ASPA" table was also set up to explain about the organization.

A Speaker's Bureau meets a community need as well as serves as a way to publicize the chapter. Chapter members may be willing to talk about their profession, their agencies, or their specialties, if given the opportunity, and through a speaker's bureau can be matched to requests for speakers from schools, civic and service organizations, or other professional groups. Publicizing this service can be by word of mouth, through news releases to the media or, most successfully, by direct mail. In addition, most Chambers of Commerce or community volunteer bureaus maintain directories of area organizations.

A number of chapter Women in Public Administration Committees have taken on the speaker's bureau as a project and have made a particular effort to respond to Career Day requests from area high schools. The chapter's speaker's bureau should also be alert for opportunities to appear on radio talk or interview shows. This can be done in conjunction with a "big name" speaker for a chapter function or to publicize a chapter event like a conference of general interest or the chapter's annual awards program. The number of audiences for a well prepared and delivered message are probably limited only by the time your members can commit to this activity.

## **Why a Newsletter?**

A chapter newsletter is a form of public relations. It is directed to your most important public—your own members.

If you accept this concept, then you can examine the common definitions of public relations in understanding the need for your newsletter. The simplest of these definitions of public relations is doing the right thing and getting credit for it. Put another way, it is good performance and communication with the public. This easily translates into reporting and interpreting activities to your foremost public—your members.

The newsletter has been termed the mortar that binds the chapter together. It is the main line of internal communication for your local group. When you consider that many members do not attend every meeting, then your newsletter becomes the only form of communication with these members over extended periods of time.

## **The Purpose of These Pages**

These pages have three purposes. It is intended to help newly appointed newsletter editors in designing, preparing and issuing their first efforts. Second, it is intended to serve as a guide to chapters that do not have a newsletter and wish to start one. Finally, it is intended to provide assistance to those already publishing newsletters by offering suggestions as to how these can be improved.

## **Selecting an Editor**

Each chapter should appoint an editor. Some of the larger ones may attempt to work through a committee, but you should assure that a specific person has the responsibility of coordinating and conducting the newsletter project.

Smaller chapters may combine the duties of editor and secretary, or editor and public relations director, under one person. Combining the functions makes sense, but be sure that one person can handle the load. In selecting your editor, it is obvious that you should look for someone who has solid basic writing talent. An equally important quality is an inherent discipline for meeting schedules and deadlines. Your editor also should have available the necessary resources, such as equipment, time and interest. Your selectee should be informed on all phases of chapter activities. If your editor does not otherwise do so, he or she should sit in on board and committee meetings and receive copies of reports, minutes, and important chapter correspondence.

Even though your editor will probably have had little experience along this line when appointed, the "learning curve" factor will make the production of successive issues easier. Therefore, at the discretion of the chapter president, it is suggested that editor appointments be for a minimum of two years. Appointments should be made at least three months prior to the first issue's publication date.

Some backup for your editor should be arranged. People do become ill, or go on temporary duty, and it can be awkward to have your newsletter due, and your editor clear across the country somewhere on temporary assignments. If you can afford the luxury of an assistant editor, fine. You may wish to consider staggered appointment terms, with your assistant editor moving up to become editor. This would provide some desirable continuity to your newsletter. But do have some sort of alternate plan against an emergency.

## **Getting Under Way**

As with every other venture, a certain amount of advance overall planning must be done before you actually sit down to compose your newsletter.

## **The Budget**

Probably your first consideration will be the size of the budget that your chapter will be able to apply to the newsletter. This will have a vital impact on other major decisions that must be made, such as frequency, methods of production, number of proposed pages and so forth.

In fact, in the best traditions of financial management, the editor may find it beneficial to draw up several alternative plans, i.e., levels of production in terms of newsletter size, type of reproduction, form of

distribution, etc., so that the officers can make more informed decisions. This might permit quality factors, such as photos or colored paper stock, to be added if presented in dollar terms and in a timely manner. In applying your approved budget figures, don't forget that after an issue is printed, you are going to have some distribution costs. This will consist mainly of postage, but in a large chapter you may have to get some outside help with addressing or labeling each copy to your members. You may also have to pay for the labels you use monthly in addressing the newsletters. Keep in mind too, that a lean budget could be a blessing in disguise. A higher budget level does not necessarily insure a higher quality newsletter. Sometimes the chapters with the greatest constraints can produce the most well-organized, creative and functional newsletters. The awareness of having to produce carefully and wisely can lead to enterprising, professional results.

## **Scheduling the Production Process**

If your chapter has monthly meetings, the desirable newsletter frequency will also be monthly, since this is normally the best medium for publicizing your next meeting. Your issue date each month should be fixed so that members receive ample notice of the upcoming meeting through the newsletter. You may want to devote the first page of your newsletter to a meeting notice and thus skip the need for a separate mailing. Be sure to allow adequate mail transmittal time here, depending on the class of postage service you use. Third class postage can take up to two weeks to arrive at the members' desks.

Two points to consider—first, the newsletter should not arrive on a date so early that its use as a meeting notice is lost. Second, you must have the commitment from the chapter president on down that submission due dates for contributed material will be met. The schedule must be adhered to or the entire production schedule is lost.

Once an issue date is decided upon, you should try to meet that date every issue. A disciplined production schedule will enable you to do this. Draw up your production schedule by starting with your desired issue date and work backward through the various steps involved, and their required times for putting the issue together.

Some chapters/sections may suspend meetings in the summer months, and there will be a temptation to stop production of the newsletter during this time. If you can squeeze it into your budget, keep the newsletter going. It is important for members to be kept up-to-date on local, regional and national activities. Individual, national, and chapter activities and programs seldom go completely dormant even during periods without meetings. The newsletter will be your most important, perhaps the only, communication device during these periods.

## **Size and Number of Pages**

Most newsletters are produced on 8 1/2 x 11 paper. Nonstandard size can be more costly, but if you're after some special effect, you can consider some off size. If you are using a relatively large amount of paper over a year's time, get several bids before purchasing.

Your number of pages per standard issue will be governed by your budget to a large extent. If you have an unlimited budget, you may have to consider how many pages you can effectively fill each month. Some chapters may have larger issues in particularly active months, with fewer pages in issues during slower periods—in the summer months, for example.

## **Methods of Production**

Production of the newsletter can now be done easily with several software programs. Some word processing programs offer sample templates with the original software or they can be downloaded from many of the commercial on-line services.

Many chapters will have someone with a computer who can serve as editor or desktop publisher (or both). Producing your newsletter on computer and printing it out on a laser printer can provide a very high quality original. The next step is duplication. Photocopying is often the most economical and most copy shops offer a wide range of paper stocks to choose from at a very low cost. Larger chapters with bigger press runs may want to consider working with a print shop and having the newsletter actually printed by offset. This allows better reproduction of photos and screens, but is only priced right for large jobs.

## Gathering The News

You will learn that one of the major problems for editors is gathering news. Remember that ASPA sends out communications to chapter presidents that contain a wealth of information. You will be doing fellow members a favor by keeping them informed. Also it is important that you know what is going on in your own chapter. You should sit in on board and committee meetings or, if unable to attend, receive copies of the minutes. All chapter officers and committee chairs should keep you informed of their activities.

Ask all members to give you news, but insist on contributions in writing. This is a timesaver and assures accuracy. You are not asking them to write an article, but just to give you the germ of an idea. Insist on a deadline for submissions. When you see an item in the paper about a member, cut it out and put it in your news folder. You may also develop a "postcard" method of having members submit information about themselves and others on a preaddressed, prestamped postcard. By deadline your folder should be bulging with material. But if all these sources fail and you are still short of news, get on the telephone and do some first class reporting. Always remember to make your newsletter interesting to members by emphasizing people.

Few situations can cause more panic for newsletter editors than being faced with a deadline only to discover that you don't have enough copy. Here are four steps you can take to avoid that situation:

1. Develop reliable information sources.
2. Plan in advance what stories you want to run.
3. If you need additional information for those stories, arrange to get it well before your deadline.
4. Have backup material (fillers) available that you can substitute at the last moment if you encounter a problem with a story that you planned to run.

As a standard practice, many newsletters run a short note in each issue requesting that readers send in information for possible publication.

## Develop a Checklist

In order to achieve broad coverage in each issue, it will help your planning to develop a checklist of possible news items. You may wish to consider the following:

- A "President's Message," or equivalent. If your president has no "message" for a particular issue, coordinate the planning of the issue with him or her to assure that all significant items are included.
- A "Technical Feature" section, offering members the opportunity to contribute a short technical piece for publication.
- A run-down on each ASPA Officer's News received, with comments on response, or the impact at member level.
- Member profiles; this can be done for chapter officers, to introduce new members, or for anyone.
- Chapter committee activity. The secret here is not to wait until a committee volunteers to report its activities; instead, let them know that you're reserving a spot in the next newsletter, and give them a copy deadline. If nothing more, this will motivate an otherwise inactive committee.
- Information on other professional activities and upcoming events in the local area.
- Information and details on the meeting for next month, or for the next two months, if available. Many members possibly miss meetings through lack of sufficient advance notice and planning.
- In order to build and maintain membership, some copy in each issue should emphasize the benefits of belonging to the association.

You may wish to develop regular departments for each issue such as Committee Activities, Meet our Officers, Meet our Prominent Members, National Office Notes, etc.

Suggested additional items are:

- Chapter and national elections
- Committee appointments (Names make news!)
- Special appointments
- Organizational changes

- New projects or programs
- Progress reports
- Program announcements
- National meetings
- Public events
- New publications
- Increases in membership
- Conferences
- Office moves
- Awards and honors
- Promotions
- Retirements
- New members
- Speeches
- Community activities
- Articles or books written by members
- Seminars and workshops

Add your own ideas to the lists suggested above. As you plan each issue, use your checklist to ensure that you're not overlooking anything.

## **Layout and Makeup**

Once your copy is prepared, you must decide where the individual pieces will appear in your newsletter. This will take some juggling and fitting if you want to improve the appearance of the finished product, but with a little practice it becomes easier. You will find it is helpful to prepare a rough outline or paste-up of your newsletter in order to check your design, the copyfit and general appearance.

In placing your various stories, you may wish to place major recurring items such as your meeting notice, "president's message," etc. in the same spot in each issue. Your readers will grow accustomed to this layout and will know where to look for items of special interest to them.

Remember to allow a blank panel—depending on how you fold your newsletter for mailing—to carry the member's mailing address and a postage stamp. If you mail in an envelope, this of course is not necessary.

What you should try to achieve in your makeup is readability—the art of catching the reader's eye and holding his interest. Look at your daily newspaper with a critical eye and see how they do it: through headlines, varied type styles and sizes, photos, use of "white spaces," etc.

## **Column Width**

Single lines running the full width of a page can make for hard reading. Imagine a daily newspaper running its lines clear across the page! This is why most newspaper columns are only a couple of inches wide—to make things easier for the reader.

## **Size and Style of Type**

Most computer programs offer a variety of type sizes and fonts or styles. Using these different styles can be visually attractive to a newsletter, but don't use too many. Select a few that reflect the mood of your newsletter and stick with them. Constantly using several types of fonts can add to the sense of familiarity which a reader has with a publication.

## **Headlines**

By all means, use headlines on your various articles. Make them interesting to catch the attention of the readers. Use active verbs in your headlines for more impact.

If your story is lengthy, break it up every two or three paragraphs with a sub-head. A good device is to pick up a catchy three or four-word phrase from the ensuing paragraphs for your sub-head.

## **"White Space"**

Don't feel that you must fill every square inch of your available space. Use adequate margins on all sides, and leave some room between articles. The "white space" thus created is much more appealing to the reader's eye than a crowded, cramped page.

## **And a Caution**

Use your imagination in your makeup. You can do a lot with a computer. But don't overdo it. Stop short of clutter, and don't degrade your professional image by excessive frivolity. Stand back and take a look, and try to achieve a fine balance between under and over-doing it.

## **Photographs**

You want to attract the attention of your readers so they will read your newsletter. Photos and other illustrations can make the difference between your newsletter being widely read or just tossed aside. Because seeing a photo is easier than reading words, your readers will look at a photo in your newsletter before they read the headline or the text of the story that accompanies the photo. Many people will read the story only because they first become interested in the photo.

Photos can be scanned in by a chapter member with the appropriate equipment or by most copy shops. This is suggested if you are going to be photocopying your newsletter. For the larger chapters using a printer, the printer can shoot the photo and place it in the appropriate space in your newsletter. Always write a outline, or description, of the photo. Identify all the people in the photo and explain the occasion.

Look to your members for help. Almost without exception there is an amateur photographer somewhere within every chapter willing to help you. Find him or her and arrange to capture some of your activities. Tap his or her knowledge to help you in discussing photos with your printer, if using commercial production facilities.

## **A Few Photo Tips**

- Tell your photographer what you want--don't let him just flounder around.
- Don't try to crowd half your chapter into a photo. No more than three or four people is optimum.
- At the time you shoot the picture, jot down the names of your subjects to assure future identification.
- Avoid the "firing squad" pose -- have your subjects doing something if possible. And describe in your caption what they're doing, or operating, or looking at.

If you cannot arrange to get photos, an increasingly popular alternative is CLIP-ART. Clipart is a source of copyright-free illustrations that are compiled and distributed for the purpose of providing reproducible and adaptable art for various publications. Most libraries are willing to let you make copies of clip art they have on file or can direct you to a good source for obtaining clip art for your newsletter. Click-art is also available for computers.

## **Newsletter Distribution**

It's important that you learn to save distribution time, so use the monthly gummed labels provided by ASPA's national office.

You may want to include the Chapter Presidents of each chapter in your mailing labels to share ideas and keep each other up to date.

You may have to resort to first-class postage for mailing your newsletters, since only a mailing of 200 pieces or more qualifies for bulk rates.

At the present time, one or two devices can save you a little on first-class mail. If you pre-sort your pieces by zip codes, you may be able to save on each piece. Check your local post office on this.

If your chapter is large enough to qualify for bulk rates, you can enjoy considerable savings by using third class mailing. But there are some disadvantages. Transit time is significantly longer than first class; you must secure a bulk permit, and comply with rather rigid rules on sorting and delivery to the post office; certain forms must be accomplished on each mailing; and you can't mail out those few supplemental pieces you missed in your "big" mailing (except at first class rates, of course).

The savings may be worth your trouble. However, talk to your local postal people before you decide.

## **7. Policy and Position Taking**

As a non-profit educational association, ASPA is not considered a lobbying organization and does not engage in any direct lobbying activities. However, like many other societies, it is occasionally called upon to testify or comment on particular legislation of concern to public administrators. In response, ASPA's role has been to provide information on the organizational, managerial, or administrative aspects of existing or proposed policies or programs to legislative committees or executive agencies.

Recognizing the expertise of its members in policy and administration, ASPA has welcomed these opportunities to present its views on the administration and implementation of proposed legislation, provided sufficient time and resources are available to adequately study and analyze such proposals. In recognition and appreciation of its diverse base of membership, ASPA also strives to include all points of view in its policy deliberations and has not shied away from controversial issues. The primary intent in all its activities is to make the full range of its resources available, on request, to ensure a more complete public understanding of the content and implications of proposed legislation.

### **National Policy and Position Taking Procedures**

Chapters and sections serve an important function within ASPA as specialized bodies for public analysis and development. To provide a framework for these activities, the National Council has established procedures for adopting resolutions and positions on public policy issues.

Resolutions or statements on public policy issues by the American Society for Public Administration must be adopted by majority vote of the ASPA Assembly, except that the Executive Committee of the National Council may adopt such resolutions or statements in those instances when a timely response is required. In order to ensure thorough analysis and broad representation of opinion in the policy deliberations of the Society, the following procedures are observed:

The National ASPA President shall appoint a Policy Issues Committee to coordinate and review the public policy activities of ASPA task forces, sections, committees, chapters, and conferences. The committee shall recommend to the ASPA Assembly potential public policy issues for consideration by the Society.

The committee shall serve as the ASPA Assembly's review board to receive, evaluate, and comment upon proposed statements and resolutions proceeding from Society task forces, sections, committees, chapters, and conference assemblies. In addition, the committee may develop statements and positions on public issues of general Society interest.

The committee shall, upon majority vote, forward its statements and positions to the ASPA Assembly. No statements or positions adopted by ASPA task forces, committees other than the National Council or Executive Committee, sections, or conferences shall be considered by the ASPA Assembly without prior review and comment by the Policy Issues Committee. In addition, no statement adopted by a chapter which is of significance beyond the chapter area shall be considered by the ASPA Assembly without prior review and comment by the Policy Issues Committee.

### **Choosing Appropriate Issues**

It is the policy of the American Society for Public Administration that the Society and its sections and chapters may adopt resolutions and make statements on public issues directly affecting the improvement and advancement of public administration. The Society concerns itself with public policy issues which are of direct interest to its membership and to the general purposes of ASPA. It does not, however, take positions on issues which are so broad and so general that, while they concern all Americans, one would not normally look to a professional public administration society as a primary source of expertise in the areas involved. Obviously, these distinctions are not clear cut. The primary consideration as to whether ASPA should take a position will be a determination as to whether the issue is fundamental to the purposes of the Society. For example, in the past, ASPA was asked to testify on the Hatch Act and on public sector collective bargaining, submitted friend of the court briefs (from ASPA and COMPA) on the Bakke case, and actively supported increased appropriations for the Intergovernmental Personnel Act.

### **Researching and Developing Positions**

The Society employs a variety of methods to ensure reasonable thoroughness and representativeness in its review and analysis efforts. These methods include: task forces, ad-hoc and standing committees, professional sections, and conferences.

Task forces may be composed of particularly competent and knowledgeable persons who can bring their full strength and ability to bear on specific issues and policy alternatives. Task forces are appointed for a specific, limited period of time to prepare special analyses, reports, and recommendations. Task force reports and recommendations must be submitted to the ASPA Assembly for final approval as Society policy.

Committees, both standing and ad-hoc, can be charged with the responsibility of studying issues and developing policies of particular significance to the Society and to the profession of public administration. Ad-hoc committees should be appointed for a specific purpose to be achieved in a limited time, while standing committees should be charged with considering issues and developing policy statements on a continuing basis. Committee reports and recommendations must be submitted to the National Council for final approval as Society policy.

Society sections representing particular areas of professional expertise may consider national policy issues and prepare reports and position statements related to section interests. Upon majority approval by the executive committee of a section, resolutions must be submitted to the ASPA Assembly for final approval as Society policy.

Conferences and seminars organized by geography or special issue to facilitate the exchange of information and opinion, to solicit the contributions of all interested persons, and to provide a forum for significant dialogue are encouraged by the Society. These conferences and seminars should be organized under the sponsorship of ASPA and/or its chapters or sections. Report and statement proceedings directly from such gatherings do not have the character of a statement or resolution adopted by either the ASPA Assembly or local chapter council. A Regional Conference Assembly to discuss and vote on policy issues that can be forwarded to the Policy Issues Committee, and ultimately brought before the ASPA Assembly, is highly encouraged.

## **Local Policy and Position Procedures**

Chapters, after fully studying and analyzing the questions, are authorized and encouraged to take public policy positions and announce or release resolutions and statements on matters of chapter area significance. As a part of the process, every effort should be made to consider the methods by which their position can be appropriately implemented. Upon adoption, the resolution or statement should be transmitted to the national office for the information of the Policy Issues Committee and the ASPA Assembly.

Recommendations from chapters to the ASPA Assembly regarding statements and positions on matters of significance beyond the chapter area should be submitted to the President or Executive Director. These recommendations will be forwarded to the Policy Issues Committee for review and comment prior to consideration by the ASPA Assembly. The President, at his or her discretion, may also take other action as appropriate to fully consider the recommendation, including the appointment of a task force or ad-hoc committee, or referral to a standing committee or section of the Society for review and analysis.

## **Implementation Questions**

A particular concern to ASPA has been implementation of existing or proposed policies or programs. How will it/they work? What are the administrative constraints? What actions do federal, state, and local administrators and managers feel should be taken? What differences of opinion exist in the public administration community over the proposed policy or program? What are the broad public sector issues which should be addressed?

In answering these questions as a professional organization dedicated to improving public service, ASPA can play a useful and informative role in the policy process.

## Appendix A

### Constitution for the (*Chapter Name*) Chapter of American Society for Public Administration

#### I. Name and Purpose

Section 1. The name of this Chapter shall be the (*Chapter Name*) Chapter of the American Society for Public Administration, hereafter referred to as the Chapter.

Section 2. This Chapter is organized for the professional and educational purposes of: exclusively charitable and educational purposes within the meaning of Section 501(c)(3) of the Internal Revenue Code of 1986, as now in effect or as may hereafter be amended ("Code"). Without limiting the generality of the foregoing, such purposes include the following:

- (a) Advancing the science, processes, and art of public administration.
- (b) Advancing the equality of opportunity of all persons through public administration.

In furtherance of its exclusively charitable and educational purposes, the Chapter shall have all general powers of an unincorporated association under the law of the state of (*insert name of state where Chapter is headquartered*) as now in effect or as may hereafter be amended, together with the power to solicit and accept grants and contributions for such purposes.

Section 3. The Chapter shall serve (*define geographic area, usually by county*).

#### II. Membership

Section 1. Chapter membership shall be limited to persons holding membership in the American Society for Public Administration.

Section 2. Chapter members shall have the right to vote for Chapter officers and Council and to participate in all Chapter activities.

#### III. Officers

Section 1. The officers of this Chapter shall be a President, President-Elect\*, and a Secretary/Treasurer. Their duties shall be those customarily performed by such officers. [*\*Chapters wishing to use Vice President instead of President-Elect should modify this and subsequent language accordingly.*]

Section 2. The governing body of the Chapter shall be the Chapter Council (herein "Council"), which shall consist of the Chapter officers, the two most recent Past Presidents, and (6 or 8) Council persons, (3 or 4) to be elected each year for two years. The Council shall supervise and control the affairs of the Chapter and its actions shall follow the general policies of the Society. The President shall serve as presiding officer of the Council.

Section 3. The Secretary/Treasurer shall be appointed by the Council and shall serve at its pleasure. The Secretary shall be responsible for preparing and issuing an annual report of activities and finances to all members of the Chapter.

Section 4. Officers and Council members shall serve until their successors are elected or appointed to take office. The President shall make interim appointments to fill any vacancies on the Council. Any vacancy in the office of President or President-Elect shall be filled by an interim appointment of the Council from among its own membership. All interim appointees shall serve until the next regular election.

Section 5. The quorum of the Council shall consist of (6 or 7) members including the President or President-Elect.

Section 6. All persons composing the governing body comprising the Council shall be members of the American Society for Public Administration or shall become members within thirty days after election or appointment and shall be Chapter members in good standing.

#### **IV. Nominations and Elections**

Section 1. The President, the President-Elect, who will automatically succeed to the office of President upon completion of the President's term, and (3 or 4) Council members shall be elected at the Chapter's organizational meeting for a term of office ending June 30. (3 or 4) Council members shall be elected for terms expiring the following June 30. Thereafter, only the President-Elect and (3 or 4) Council members shall be elected annually.

Section 2. Nominations for the offices of President, President-Elect, and Council members shall be made by a nominating committee of three regular members to be appointed by the President at least sixty days before the annual meeting. Nominations may also be made from the floor by any regular member of the Chapter.

Section 3. A majority of the Chapter members voting shall decide all elections. In case of ties, the President shall cast the deciding ballot.

#### **V. Meetings**

Section 1. This Chapter shall hold at least four program activities during the designated Chapter year, including the annual business meeting.

Section 2. The annual meeting shall be held in May or June unless otherwise specified by the Council.

Section 3. Other meetings of the Chapter shall be held at times and places designated by the President or by the Council.

Section 4. Chapter members shall be given at least seven days notice in writing of the time, place, and the scheduled business to be considered at all regular meetings.

## **VI. Committees**

Section 1. The Council may establish committees for various purposes. Committee chairs and members shall be appointed by the President. All such committees shall terminate at the annual meeting upon the election of new officers and Council.

## **VII. Sections**

Section 1. The Council may establish Chapter Sections in conjunction with ASPA sections of the American Society for Public Administration or, whenever 10 Chapter members so request, the Council may establish Chapter Sections of special interest to the membership. The members of said sections shall elect a Chairperson, with approval of the Council.

## **VIII. Fees**

Section 1. That portion of the national membership dues designated for rebate to the Chapter shall constitute the fee for Chapter membership.

Section 2. Other fees as deemed necessary for continuing and special projects may be assessed by the Council.

## **IX. Amendments**

Section 1. Amendments to this Constitution may be made in the following manner:

(a) Amendments may be proposed by the Council, such proposed amendments to be submitted to the membership in accordance with article V, Section 4, of this Constitution, and such proposed amendments may be adopted by a two-thirds vote of regular members present and voting at a regularly called meeting.; or

(b) Amendments may be proposed by a two-thirds vote of regular members present and voting at a regular meeting.

Such proposed amendments are to be submitted to the membership in accordance with Article V, Section 4, of this Constitution, and such proposed amendments may be adopted by a two-thirds vote of regular members present and voting at the next succeeding regularly called meeting.

Section 2. Consistent with inclusion of this Chapter in the group federal income tax exemption ruling of the American Society for Public Administration (identified by the Internal Revenue Service as Group Exemption Number 3166), all amendments to the Chapter Constitution which may be made from time to time shall be submitted to the American Society for Public Administration for its approval.

## **X. Ratification**

This Constitution shall be considered ratified upon approval of the American Society for Public Administration and upon favorable vote of the organization meeting of this Chapter.

## **XI. Miscellaneous Provisions**

Section 1. No part of the net earnings of the Chapter shall inure to the benefit of, or be distributable to any director or officer of the Chapter, or any other private person, except that the Chapter shall be authorized and empowered to pay reasonable compensation for services rendered to or for the Chapter and to make payments and distributions in furtherance of the purposes set forth hereinabove.

Section 2. No substantial part of the activities of the Chapter shall be the carrying on of propaganda, or otherwise attempting to influence legislation (except as otherwise permitted by Section 501(h) of the Code, and the Chapter shall not participate in, or intervene in (including the publishing or distribution of statements concerning) any political campaign on behalf of or in opposition to any candidate for public office. Notwithstanding any other provision of these articles, the Chapter shall not carry on any other activities not permitted to be carried on

(a) by an organization exempt from federal income tax under Section 501(c)(3) of the Code, or  
(b) by an organization, contributions to which are deductible under Section 170(c)(2) of the Code.

Section 3. In the event of dissolution or final liquidation of the Chapter, after paying or making provision for the payment of all of the liabilities and obligations of the Chapter and for necessary expenses thereof, all of the remaining assets and property of the Chapter shall be distributed to the American Society for Public Administration provided it remains organized and operated exclusively for charitable or educational purposes as shall at the time qualify as an exempt organization under Section 501(c)(3) of the Code, and if not, to an organization which does so qualify. In no event shall any of such assets or property be distributed to any director or officer or to any private individual.

Section 4. The fiscal year of the Chapter shall end in the month of *(fill in month)*. The employer identification number [*i.e., "EIN" or "TIN" - taxpayer identification number*] assigned by the Internal Revenue Service to this Chapter is: \_\_ - \_\_\_\_\_.

Adopted by the organization meeting of *(date)*.

## Appendix B

### Job Descriptions for Chapter Officers, Council and Committee Chairs\*

#### A. Chapter President

**Term:** Annual meeting to annual meeting

**Selection:** Elected by members present at annual meeting or by mail ballot

**Reports and Documents:**

Shall develop and submit to council at its September meeting an annual plan. Shall present an annual report and evaluation at the last council meeting before the annual meeting and to the membership at the annual meeting. Shall be the "caretaker" of the official chapter manual and be responsible for its maintenance and provision of copies to new council members and officers. Shall, in cooperation with the chapter secretary, develop and mail meeting agendas prior to each council meeting.

**Responsibilities and Duties:**

1) Shall preside over chapter and council meetings. Shall conduct meetings according to Roberts Rules of Order and perform all duties prescribed in the chapter constitution, chapter handbook, and chapter policy book in such a manner that the affairs of the chapter are effectively and efficiently performed.

2) Shall act at such times and places as are necessary and take such actions as are useful to execute the provisions of the constitution and policies (including by-laws) of the National Council and the Society.

3) Shall act as the principal spokesperson for the chapter.

4) Shall provide leadership to the council by advising, communicating, informing, and suggesting actions and policies deemed proper to advance the goals and programs useful to the Society and chapter.

5) Shall appoint standing chapter committee chairs, no later than July 1 of the program year and committee members by August 15.

**Content of Reports:**

**Annual Plan:** Shall include a program budget, program/activities schedule, and a membership plan. The plan should state goals and objectives for the year.

**Annual Report:** Shall include reports of the secretary/treasurer, program committee, membership committee, and newsletter committee. Each portion shall include accomplishments for the year, an evaluation of the committee's activities in terms of the goals and objectives stated in the original annual plan, and recommendations for future chapter administrations. A written copy of the full report shall be included in the minutes of the annual meeting.

#### B. Chapter President-Elect

**Term:** Annual meeting to annual meeting

**Selection:** Elected by members present at annual meeting or by mail ballot

**Reports and Documents:**

Special reports assigned or requested by the chapter president or council.

**Responsibilities and Duties:**

1) Shall preside over chapter and council meetings in the absence of the president.

2) Shall assist the president in the execution of his/her duties and responsibilities as requested.

3) Shall promote and oversee committee activities on behalf of the president and council.

4) Shall succeed to the duties of the president in the event of the unavailability of the president.

Note: In many chapters the president-elect also serves as chairperson of the program committee.

**C. Chapter Secretary**

**Term:** July 1 to June 30.

**Selection:** Elected by members present at annual meeting or by mail ballot or appointed by chapter council

**Reports and Documents:**

1) Meeting agendas: An itemization of the time and place of meeting, and the planned subjects and issues to be covered, to be mailed to all council members before each council meeting with approval of the chapter president.

2) Meeting minutes: A record of discussions and activities at council and membership meetings to be mailed to all council members before the next council meeting.

3) Chapter minute book: A chronological record of all chapter meeting minutes.

4) Chapter policy book: A subject matter record of all successful council policy wordings and votes.

**Responsibilities and Duties:**

Completion and maintenance of the above reports and documents.

**Content of Reports:**

Meeting Minutes: Shall include date, place, time, council members present, council members absent, others present, brief descriptions of subject matter and chapter business discussed. Shall explicitly record all council motions and voting actions. Wording of policy statements shall be cross-referenced to the policy book.

Chapter Policy Book: Shall be cross-referenced to the meeting minutes contained in the minute book. Shall accurately state the official wording of all chapter policies passed by either chapter or membership actions. Shall be subject matter organized.

**D. Chapter Treasurer**

**Term:** July 1 to June 30

**Selection:** Elected by members present at annual meeting or by mail ballot or appointed by chapter council

**Reports and Documents:**

1) Shall assist the chapter president in development of a Program Budget to the extent requested by the President for presentation to the Council at its September meeting.

2) Shall maintain a transactions ledger in which all financial transactions of the chapter shall be recorded.

3) Shall provide an individual activity report of receipts and disbursements for each chapter activity having financial transactions to the council at its next meeting.

4) Shall provide interim operating statements at least quarterly during the fiscal year to the council.

5) Shall submit an annual financial report, including both an operating statement and a balance sheet, at the annual meeting which reflects the results of operations for the previous fiscal year.

**Responsibilities and Duties:**

Shall implement and administer the fiscal policy of the chapter as stated in the chapter policy book.

**Contents of Reports and Documents:**

Program Budget: (See Sample Figures 4 and 5 in Chapter V, Pages 28 and 29).

Transaction Ledger: Shall include date of transaction; description including the budget item/area of the expenditure; and effect of the transaction on revenues, expenditures, and cash

balance. A separate entry shall be made at the close of each annual or quarterly reporting period reflecting date and type of report and the current income, expense, and balance figures used in the report. Only a single entry shall be made based on an individual activity report.

**Individual Activity Report:** Shall include a summary of receipts and disbursements on a single activity, i.e. dinner meeting, lunch meeting, etc.

**Interim Operating Standards:** Shall follow the program budget format comparing original budget estimates against cumulative revenues and expenditures to date.

**Annual Financial Report:** Shall provide an operating statement (revenues and expenditures) in the same format as the budget, including a comparison between budgeted and actual figures. A balance sheet listing the assets, liabilities, and financial position (surplus or deficit) shall also be provided in this report. The report shall be audited after the close of each fiscal year.

#### **E. Chapter Council**

**Term:** Annual meeting to annual meeting

**Selection:** Elected by chapter members at the annual meeting or by mail ballots according to procedures in the chapter constitution. Must be a national ASPA member within 30 days after the election.

#### **Reports and Documents:**

Shall receive from the chapter president and other officers such reports as their duties prescribe including budget, revenues, expenditures, program schedules and attendance, newsletters, and membership. Shall prepare such special reports as directed by the chapter president or occasioned by special duties.

#### **Organization:**

Shall be constituted by the president, president-elect, past two presidents, and eight council members with voting powers. The secretary and the treasurer will be non-voting members of council. Chapter officers, newsletter editor, and committee chairs shall attend meetings; however, shall not vote and are not council members.

Note: In many chapters all the elected officers serve as full voting members of the council with the president and secretary serving in those capacities for the council.

#### **Responsibilities and Duties:**

1) Shall act in accordance with the ASPA constitution, chapter constitution, chapter handbook, and policy book.

2) Shall support national and regional ASPA activities.

3) Shall provide policy direction under the leadership of the president concerning program, budget, membership, newsletter, and other appropriate chapter activities.

4) Shall be active in chapter affairs, attending chapter activities, council meetings and overseeing chapter committees. Any council member missing three consecutive council meetings will be asked to resign from the council, as specified in the chapter constitution and bylaws.

5) Shall view and evaluate chapter programs, finances, and membership.

6) Shall adopt a budget by October 1.

7) Shall adopt an annual chapter plan covering at least fiscal, program, membership, and newsletter activities.

#### **F. Program Committee Chair**

**Term:** July 1 to June 30

**Selection:** Chapter president

#### **Reports and Documents:**

1) for the year to be submitted by September 1 to the chapter president and to the chapter council at the next meeting thereafter.

2) An individual program activity report to be made to council at its next meeting after the activity.

3) An annual report and evaluation to be presented to the chapter president prior to the annual meeting and to the chapter membership at the annual meeting.

**Organization:**

The chairperson shall recommend by August to the president persons to be appointed to the program committee, to consist of at least three additional members representative of the geographic and employment characteristics of the membership.

**Responsibilities and Duties:**

All responsibilities and duties shall rest with the entire committee, which shall plan and execute program activities for the chapter from September 1 until the annual meeting.

1) Shall arrange program meetings. Duties include: secure a location; make arrangements with the facility i.e. meals, menu, tips, etc.; ensure that the newsletter editor is supplied with sufficient labels; contact program participants, confirm details in writing, and follow up with a thank you letter after the meeting; make appropriate arrangements for announcing each activity to the membership at least two weeks in advance, either through the newsletter or by separate mailing; introduce and direct the program portion of the meeting; coordinate the collection of fees, as appropriate, with the treasurer; coordinate the membership booth with the chairperson of the membership committee.

2) Shall provide information relative to programs to the information officer in ample time for the news media to be notified.

3) Shall prepare a program activity budget for the following year, to be submitted to the new president by July 1 .

**Content of Reports:**

Action Plan: Shall include an annual plan of program activities and dates, goals, and objectives to be coordinated with the chapter budget for the year and shall state the program objectives for the year in terms of the number and types of activities, attendance, and subject matter for the various program activities.

Individual Program Activity Report: Shall include the type of activity, subject, number of members and non-members present, net cost, and anything else of interest.

Annual Report: Shall include objectives of the annual plan, accomplishments for the year, evaluation of committee activities (attendance), recommendations for the future, and other information as desired by the president, council, and committee chairs or committee members.

**G. Membership Committee Chair**

**Term:** July 1 to June 30

**Selection:** Chapter President

**Reports and Documents:**

1) An annual membership and recruitment plan to be submitted by September 1 to the chapter president and to the chapter council at the next meeting thereafter.

2) A quarterly report of chapter membership statistics, the first of which shall be submitted at the September council meeting.

3) A membership committee activities report to be submitted at each council meeting.

4) An annual report and evaluation to be presented to the chapter president prior to the annual meeting and to the chapter membership at the annual meeting.

**Organization:**

The chairperson shall recommend by August 1 to the chapter president persons to be appointed to the membership committee to consist of at least three additional members representative of the geographic and employment characteristics of the membership.

**Responsibilities and Duties:**

All responsibilities and duties shall rest with the entire committee, which shall plan and execute membership activities for the chapter from August 15 until June 30.

1) Shall develop and send to appropriate members the following letters:

a) an introductory letter welcoming new chapter members and soliciting their program and activities interests; and

b) a series of three letters starting when membership is one month overdue, two months overdue, and three months overdue.

2) Shall contact members dropping chapter membership, ascertain their reasons for stopping membership, and report these reasons to council with the membership committee activity report.

3) Shall work with the program committee suggesting appropriate topics, activities, and formats for chapter programs.

4) Shall, in cooperation with the secretary and treasurer track, project, and report to the council on national ASPA membership rebates to the chapter.

5) Shall submit to the new chapter president a proposed membership committee budget for the following year by July 1.

6) Shall set up and staff a "membership table" at each chapter activity including information on national ASPA membership, section membership, and local membership.

7) Shall receive chapter membership records from national ASPA.

**Content of Reports:**

Annual Membership and Recruitment Plan: Shall include an action plan of the committee stating chapter membership goals and objectives, i.e. current membership, planned growth in membership, and regular committee organization and activities.

Quarterly Report of Chapter Membership Statistics: Shall include the number of chapter members dropping, their reasons for dropping, and members rejoining, covering the previous 12-month period.

Activities Report: Shall include the number of each type of membership letters mailed and the number of phone calls made to members regarding payment of dues since the last activity report and since August 15.

Annual Report: Shall include a year to date activities report and quarterly report and an end of the year evaluation of committee activities and performance measured against goals and objectives in the annual membership plan. Shall include total and new members, total lost members, total rejoined, total letter and phone call activity, etc., for the year and any other information desired by the chapter president.

**H. Newsletter Editor**

**Term:** July 1 to June 30

**election:** Chapter President

**Reports and Documents:**

1.) A chapter newsletter to be published at least quarterly (approximately September, December, March, and June).

2) A notebook of all past newsletters to be maintained and handed on to the next editor.

3) An annual report and evaluation of the newsletter for the past year, including suggestions for future editors, to be submitted at the annual meeting.

**Organization:**

May appoint appropriate reporters or editors as needed.

**Responsibilities and Duties:**

1) Shall receive direction from the council and president concerning the priority of topics to be addressed in the newsletter. Shall complete the above documents.

2) Shall serve as PA Times correspondent.

3) Shall prepare a suggested budget for the following year and submit to the new president by July 1.

**Content:**

Newsletter: Topics may include but shall not be limited to: chapter, regional, and national activities, programs, people, policies, and meetings; occurrences affecting chapter members and related to public administration; initiatives in public administration theory, research practice, innovations, and publications; job openings. The newsletter must include summaries of major chapter council actions and all "policy" decisions and wordings.

**I. Information Officer**

**Term:** July 1 to June 30

**Selection:** Chapter President

**Reports and Documents:**

Individual activity report to council detailing the coverage received on each chapter function.

**Responsibilities and Duties:**

1) Shall contact appropriate newspapers, radio, or television stations announcing all chapter activities prior to their occurrence. Shall do the same for significant events such as announcements of awards.

2) Shall report back to the council at its next meeting on the prior and past coverage obtained on each activity.

Note: The Chapter President at his/her discretion may assign the role of information officer to any other chapter officer or committee.