



American Society for
Public Administration

Chapter and Section Toolkit



American Society for
Public Administration
Advancing excellence in public service

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Dear Colleague:

Thank you for your commitment to the American Society for Public Administration. The lifeblood of our Society is our network of geographically based Chapters and subject matter Sections. It is at the Chapter and Section level where the greatest level of programming takes place, and it is where the National Office has recommitted its resources and attention to provide you with important services to support your current activities and future growth.

This toolkit is designed to be a useful reference for Chapter and Section leadership, whether you are working to establish or reconstitute an affiliate or take an existing one to the next level. It is not all encompassing and, of course, is subject to change. We at the National Office hope you find it to be a valuable supplement to your current management practices. That said, please know that my colleagues and I stand ready to assist you in any way we can.

On behalf of our National Council and staff, I want to thank you for all that you do to advance our shared mission of advancing excellence in public service.

Best regards,

Bill Shields
Executive Director

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Using the ASPA National Office as a Resource

In September 2014, the ASPA National Council approved the Society’s multi-year strategic plan. Both externally and internally focused, the plan includes an explicit commitment to “strengthening ASPA’s Chapters and Sections to achieve our mission and contribute to our long-term sustainability.” Underpinning this goal are three objectives:

1. Strengthen National Office support to provide more communication, coordination and alignment between organization-wide goals and Chapter and Section activities.
2. Establish Chapters and Sections as a vehicle for member recruitment and retention in their geographic and subject matter area. Explore additional Chapter models, such as student-based Chapters, to meet the evolving nature of our membership.
3. Utilize Section activities and expertise to cultivate a widening network of stakeholders—members and non-members, U.S. and international—and expand ASPA’s impact.

Not only have dedicated staff resources been allocated to ensure these objectives are successful, but also the National Office continues to work to offer its own resources in support of Chapter and Section work.

What the National Office Can Do for You

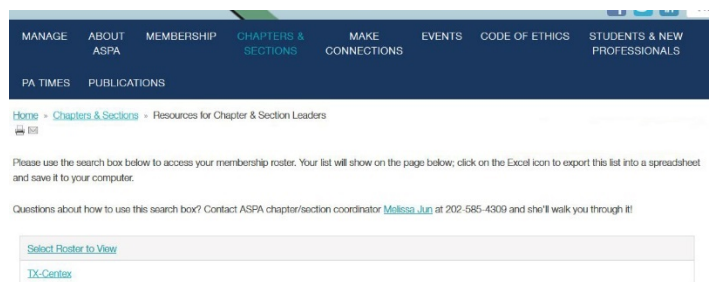
Monthly Rosters

Who is in your Chapter or Section? Who is new to it?

The National Office sends updated Chapter and Section membership lists to Chapter and Section leaders each month. The rosters include members’ join dates so leaders can welcome new individuals to your group.

You also can view and download your Chapter or Section’s membership roster at any time from our website <http://www.aspanet.org/roster>. Details on how to access the roster is below in “Utilizing the ASPA Website” section.

For questions about your membership roster or to request an updated list, contact us at membership@aspanet.org.



Advertising and Promotion

Do you want to promote an event, scholarship or award? Do you want to advertise in *PA TIMES*?

ASPA offers various ways for you to promote events, recruit members and showcase your awards, scholarships and other activities. Examples of which you should take advantage:

- ✓ ASPA offers free advertising exclusively to Chapters and Sections one time each calendar year (you have the option of one half-page ad or two quarter-page ads). Note that these ads can only relate to Chapter or Section-related or initiatives; they cannot be used for a member's personal or other organization's gain.
- ✓ Showcase your recent event, awards program or journal release in one of ASPA's communications channels. For example, a Section may highlight articles excerpted from its journal in *PA TIMES Online*. A Chapter or Section may share news of its annual awards in *PA TIMES* magazine's standing Members in the News section, or in *PA TIMES Online*.
- ✓ ASPA staff stand ready to assist you with marketing ideas for your activities.



For communications-related questions, to submit an ad/article or request marketing assistance, contact Karen Garrett, Chief of Communications, Marketing and Membership, at kgarrett@aspanet.org.

Webinar and Awards Support

Do you want to host a webinar? Or, solicit awards nominations?

ASPA is pleased that an increasing number of Chapters and Sections are co-hosting National Office-led online programming, like *KeepingCurrent* webinars, *BookTalks* and students and new professionals webinars. They also are increasingly hosting their own webinars through digital platforms such as Zoom.

Affiliates that do not have digital platforms to use and would like assistance in hosting a program, business meeting or other digital event are encouraged to take advantage of ASPA's GoToWebinar technology to develop programming specifically tailored to their membership. ASPA staff are available to help you become familiar with this web-based platform and assist with the actual management of your offering. (Note: Ideally, digital events will be hosted during ASPA's business hours. Evening and weekend events may take place but will require special planning to accommodate.)



Many Chapters and Sections celebrate excellence in public service by giving a wide variety of awards to recipients in their local communities or their areas of subject matter expertise. Consider using ASPA's awards submission tool to help you collect nominations more efficiently.

For more information on using ASPA's technology for your own programming, contact Amy Omang, Conference Manager and Member Services Specialist at aomang@aspanet.org or Karen (Kay) Lam, Professional Development and Events Manager at klam@aspanet.org.

Websites

While ASPA does not offer web hosting services, there are a variety of Chapters and Sections that maintain excellent websites through affordable services. ASPA can provide you with recommendations regarding websites to review, and contact details for those groups if you are interested in learning more from them about how they maintain their web presence.

Note: It is not safe for today's security protocol for Chapters and Sections to share server hosting capabilities. It encourages hacking, ransomware attacks and more. Please ensure you maintain website hosting best practices for any kind of web hosting you undertake for your group.

For web-based or hosting questions, contact Karen Garrett, Chief of Communications, Marketing and Membership, at kgarrett@aspanet.org.

Events Calendar

On the road and looking for an ASPA activity?

The National Office maintains a Chapter and Sections events calendar to keep members and affiliates updated on upcoming events. The calendar is located at www.aspanet.org/calendar. Note that the calendar is for events only; nominations and job announcements are not housed on it.

To include your event on the Chapter and Section events calendar, contact membership@aspanet.org.

ASPA National

Today: Calendar icon September 2016 Print Week Month Agenda

Sun	Mon	Tue	Wed	Thu	Fri	Sat
				Sep 1 7pm South Florida C 7pm Central VA Chi 7pm South Florida C		
4	5	6 2:30pm Inland Empi	7	8	9	10 8am ASPA Mid-Year
11	12 3pm District 5 Webi	13	14 11:30am Hampton R 1pm Webinar: Booki 2:30pm Webinar: AS	15	16	17
18	19	20 2016 IAS-IASIA Joint Congress - Chengdu, PRC	21	22 Public Performance: Measurement and	23 2pm Utah Chapter P	24
25	26 5:30pm NCAC Booki	27	28	29	30	Oct 1

Membership

Are you promoting ASPA at an upcoming event? The National Office can provide you with materials to promote ASPA membership and activities. They include copies of *PA TIMES* magazine, pens, pins and more. If you are recruiting prospective members, we also can develop a tailored ASPA membership form that relates directly to membership in your Chapter and/or Section.

For membership-related questions or to request materials for your upcoming events, contact Lexie Tyson, Membership Coordinator, at ltyson@aspanet.org.

National Representation

Interested in having a National Office representative attend your Chapter or Section event? Strengthening the National Office-Chapter/Section connection is fundamental to building our Society as a whole. The office is eager to support your activities by attending or participating in them. Recently, we have appreciated the opportunity to join Chapters in Delaware, Keystone State, New York Metropolitan Area, Rhode Island, South Florida and the Washington, DC National Capital Area. We also have participated in Section events like COMPA's and ABFM's annual conference, the Section on Ethics and Integrity of Governance's business meeting and the Section on International and Comparative Administration's virtual Rigg's Symposium and more.

For attendance inquiries, contact Bill Shields, Executive Director, at wpshieldsjr@aspanet.org.

Legal Obligations

Are you wondering about your Chapter's and Section's legal obligations? All ASPA Chapters and Sections should have an IRS-assigned Employee Identification Number (EIN). To avoid paying federal taxes on income, Chapters and Sections are required to apply for "recognition of exemption." Fees associated are payable by the Chapter or Section.

Most tax-exempt organizations, including Chapters and Sections, must file an annual 990N electronic postcard if they gross less than \$50,000 (those grossing more must file a 990EZ; this is your responsibility). Chapters and Sections that do not file for three consecutive years, or file paperwork that is not accepted by the IRS, will lose their tax-exempt status. An automatic revocation is effective on the original filing due date of the third annual return or notice. The National Office files the 990N for Chapters and Sections that have tax exempt status.

The effect of losing tax exempt status is significant. The organization is no longer exempt from federal income tax and must file federal income tax returns and pay applicable income taxes.

The National Office files these returns for you; this makes timely submission of your annual information forms to us so critical. Similarly, ASPA staff can secure a certificate of liability for those Chapters and Sections holding an event—such as a dinner—at a venue requiring one. Do not presume you automatically have one. We can provide one upon request.

For questions about IRS filings, your tax exemptions or insurance liability, contact Karen Garrett, Chief of Communications, Marketing and Membership at kgarrett@aspanet.org.

Rebates

Effective January 1, 2017, Chapters now receive an annual rebate of \$10 per member following the end of ASPA's fiscal year (January 1 – December 31); this is an increase from the previous \$6 per member. To receive this annual rebate, each Chapter must submit an information form (located on the ASPA website under Chapters & Sections / Resources for Chapter and Section Leaders) within 60 days after the close of the fiscal year. Submitting this form is the responsibility of your Chapter's leadership. **All Chapter members, including officers and those with check-signing authority, must be current ASPA members.**

Sections receive their dues—less an annual administrative fee of \$4 per member—on a quarterly basis. The first quarter ends on March 31; the second on June 30; the third on September 30; and the fourth on December 31.

Sections also are required to submit a Section information form within 60 days after the close of the fiscal year. Like Chapters, submission of the report is the responsibility of leadership and must follow the approach outlined for Chapters above.

While ASPA can provide Chapters and Sections with your rebate via check, we prefer to do so through electronic fund transfer service to ensure funds do not get lost. If your group has not signed up yet for this easy fund transfer option, complete the information form and enroll your Chapter or Section today. Should your affiliate not enroll in fund transfer and checks are lost in the mail repeatedly, ASPA may decline to provide physical checks and only provide your rebate through fund transfer.

For questions about your rebates, contact Karen Garrett, Chief of Communications, Marketing and Membership, at kgarrett@aspanet.org.

Fiscal years

Effective January 1, 2020, per an update to ASPA's bylaws as approved by the membership at large in November 2017, all Chapters and Sections are required to have the same fiscal year as the National Office (January 1 – December 31).

Utilizing the ASPA Website

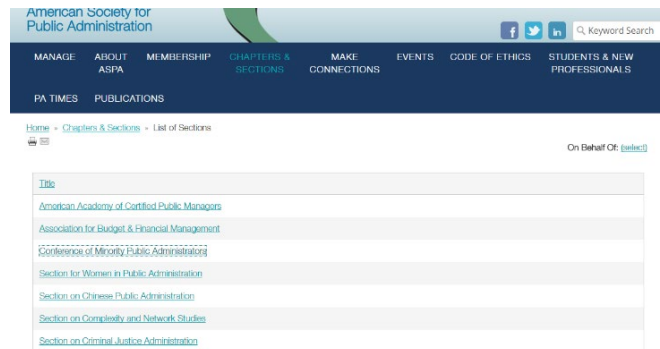
Monthly Rosters

Visit www.aspanet.org/roster to view and download your Chapter or Section membership roster. *Note when you export the list be sure to save the file as a CSV first, then open the file and save as an XLSX. Only specific Chapter and Section leaders will be permitted to download this file as it contains private and confidential information.*



Connecting with Fellow Chapter and Section Leaders

Visit the Chapter & Sections listing page(s) to view the current leadership and contact your colleagues for programming ideas, membership recruitment ideas or simply to get in touch.



Reporting Forms

ASPA encourages you to send us your leadership changes so we can be sure we send important information—including Chapter and Section member rebates—to the correct person. Leadership information can be updated through our annual reporting form, as found on our website under Resources for Chapter and Section Leaders.

Whether you want to update one leadership position, or change your entire group, you can submit the form as many times as you would like. (The form asks for other information as well; you need only submit those details once a year.)

Sending Information Back to ASPA National

We have a number of tools to connect you with ASPA's national office, helping you alert us about your programming, officer details and more. Use the below links to assist in connecting with us!

Chapters:

Click here to [download ASPA's annual reporting form](#), including leadership data, program information, financial details and more. (Just want to fill out a new leadership form? [Click here!](#))

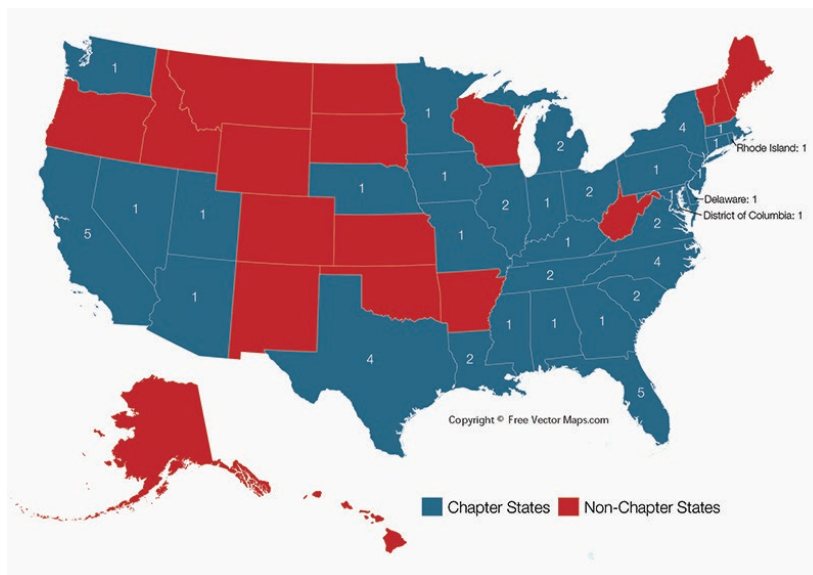
Sections: Click here to [download the Section version of ASPA's annual reporting form](#), including leadership data, journal/newsletter information, financial details and more. (Just want to fill out a new leadership form? [Click here!](#))

Would you rather send us an email? You can do that too - [just click here!](#)

Starting and Maintaining a Chapter and Section

Starting a Chapter

Starting a new Chapter—or reestablishing a previously existing one—can appear to be a formidable challenge. ASPA bylaws and policies and procedures are specific, as outlined below. Yet the most important thing to remember is that the National Office is committed to making the process as efficient as possible and we commit to working closely with you to establish or reestablish your Chapter in a manner that is not burdensome.



A Chapter may be chartered provisionally with at least 15 members, or less than 15 members when the national organization finds that creating a Chapter would be a viable enterprise. It is expected that a Chapter should increase its membership to at least 30 members after two years.

Are you seeking to start a Chapter from within an existing one? A few notes to keep in mind:

- ✓ Creating a new chapter from an existing Chapter shall not result in the decrease of the existing Chapter's membership below the minimum requirements.
- ✓ Both the new and existing Chapter must meet chartering and performance criteria individually.
- ✓ A letter from the existing Chapter must be a part of the new Chapter's application for establishment. It must include comments and recommendations from the existing Chapter's leadership when the prospective Chapter would decrease the existing one's area.

The Steps

1. Create and Approve a Chapter Constitution and Bylaw.

A prospective Chapter should adopt a constitution and/or bylaw at an organizational meeting attended by a quorum of individuals who are ASPA members or for whom the Chapter holds completed membership applications. A majority of those present and voting must approve that constitution/bylaws. *A sample template is provided with this toolkit.*

Make sure the constitution meets ASPA's general standards and requirements. Specifically, make sure it provides for the following:

- ✓ Wording concerning the IRS 501(c)(3) tax exemption and related issues,
- ✓ procedures for the nomination and election of Chapter directors and Officers, including details of the directors' and Officers' responsibilities.
- ✓ requirement that all Chapter directors, Officers, and members be ASPA members
- ✓ establishment of a fiscal year that agrees with ASPA's fiscal year (January 1 to December 31)
- ✓ statement that the Chapter may be established, disestablished or reestablished in the Council's sole discretion
- ✓ statement that amendments to Chapter documents may be made only with the Council's advance approval
- ✓ statement that the Council reserves the contractual right at any time to bar the Chapter from using "American Society for Public Administration" in its name when any Chapter acts in a manner detrimental to ASPA's reputation or goodwill

2. Establish a Financial Base.

For prospective new or restarting Chapters: Once you have appointed a committee to oversee the establishment process and identified your geographic area, the National Office will place all rebates from new and renewing members in that area in escrow for 90 days. The rebates will be assigned to the new Chapter if it is chartered at the end of that period. After the 90 day period, the rebates held in escrow will go to the nearest Chapter in your state or, if none exists, to the ASPA general fund.

3. Create a Chapter Development and Recruitment Plan.

Identifying the types of programming your Chapter would undertake is essential. Doing so helps focus your planning and provides a concrete platform upon which to execute your activities once the Chapter is approved. In this regard, each prospective Chapter creates a *development and member recruitment plan* that outlines its program goals for its first two years, with the first year showing tentative activities and dates, if possible. The plan also should describe its membership goals—in terms of numbers and types of members—and the strategy you plan to use to achieve them.

4. Submit an Application to the Executive Director.

When you and your fellow organizing committee members believe you have met these criteria, please submit your application for a Chapter charter to the ASPA executive director. The application should include but is not limited to:

- ✓ list of at least 15 members in good standing who would be members of the Chapter upon its establishment and a membership recruitment plan. The number may be less than 15 where there is sufficient evidence of a viable Chapter in the collective judgment of the Council members representing that district and the National Office. Within two years, the Chapter should raise its membership to at least 30 members.
- ✓ description of short- and long-term program goals, activities and programs that the new Chapter will undertake upon its establishment, including recruitment activities
- ✓ proposed budget for the Chapter's first two years of operation
- ✓ proposed Chapter leadership, which shall be a temporary executive Committee
- ✓ statement of approval from leadership of an existing Chapter (when the Chapter would be created from an existing one)
- ✓ Chapter bylaws as outlined above

5. Await approval.

National Office staff will review your application promptly and contact you with any questions or requests for additional information. Complete applications are provided to ASPA's National Council for its consideration and/or approval. The council meets at least four times annually, so the wait should be minimal. Please do not hesitate to contact the National Office if you have questions about the status of an application.

Starting a Section

The Steps

1. Initiate a Request.

One or more ASPA members request to establish a Section by submitting an application to the executive director, who will forward the matter on to the National Council. The request should include the following:

- ✓ statement of purpose explaining how the proposed Section's goals and objectives are consistent with ASPA's broad purposes and complement existing Sections' goals and objectives
- ✓ analysis of actual and projected ASPA membership interest in the proposed Section
- ✓ a list of at least one percent of members in good standing who commit in writing to joining the Section upon its establishment; and a membership recruitment plan

- ✓ description of short- and long-term program goals, activities and programs that the new Section will undertake upon its establishment
- ✓ proposed budget for the Section's first two years of operation
- ✓ proposed Section leadership, which shall be a temporary executive committee
- ✓ Section bylaws, which must include the following:
 - wording concerning IRS 501(c)(3) tax exemption and related issues
 - procedures for the nomination and election of Section directors and Officers
 - requirement that all Section directors, Officers, and members be ASPA members
 - establishment of a fiscal year that agrees with ASPA's fiscal year (January 1 to December 31)
 - statement that the Section may be established, disestablished, or reestablished in the Council's sole discretion
 - statement that amendments to Section documents may only be made with the Council's advance approval
 - statement that the Council reserves the contractual right at any time to bar the Section from using "American Society for Public Administration" in its name when any Section acts in a manner detrimental to ASPA's reputation or goodwill

2. Await Review.

ASPA staff will review the proposed Section's application and assess its feasibility on a temporary basis. Staff will consult with current Section chairs as relevant as part of its assessment. If it concludes that the proposed Section's application should be approved, the staff will recommend it to the National Council.

3. Become Fully Established.

Within three years of National Council approval, a Section should meet all of ASPA's performance standards. Should it fail to do so, the National Council may determine the Section is not viable and disestablish it. The biggest challenge Sections encounter is achieving and maintaining its membership requirements, which is why an effective membership recruitment campaign is critical as part of its development.

4. Develop Performance Criteria.

Each Section is responsible for meeting the following performance standards set by ASPA's National Council:

- ✓ submission of an annual finance and program report, completed on a standardized form provided by the National Office, within 90 days of the Section's fiscal year close—i.e., the report is due by March 31 for each preceding fiscal year
- ✓ submission of a list of elected and appointed leadership on an at least annual basis and immediately after an election or leadership transition

- ✓ conduct of elections not less frequently than every two years
- ✓ inclusion of the National Office as a recipient of all communications sent to the Section-wide membership
- ✓ membership totaling at least one percent of ASPA's total membership unless otherwise exempted by the Executive Director
- ✓ establishment of a bank account for all Section business and submission of account details to the National Office for recordkeeping purposes

Maintaining and Building Your Chapter and Section

Recruitment and Retention

Economic downturn is a significant—and often driving—factor in the decline of membership in professional organizations. Some tips to buck these trends and build your membership include:

- ✓ The most effective marketing is word-of-mouth. Encourage a regular attendee to invite a friend, classmate or colleague to a Chapter or Section meeting or program. *Interested in inviting non-members who have some connection with ASPA? Contact us so we can share our contact list of non-member individuals in your area.*
- ✓ Set goals and develop a plan to attract prospective members by engaging them in your activities. Track your progress over time. *Want to learn what other Chapters are doing? Contact ASPA staff to be connected with groups similar to yours.*
- ✓ Position your Chapter or Section as a resource for colleges and universities. Ask members who are experts in resume writing and job recruiting to provide workshops and pro bono services to young professionals and students. *Need some connections? Contact us and we can provide some suggested contributors to your work.*
- ✓ Distribute items such as flyers and other promotional material on campus. *Need them? Contact us and we are happy to send them to you.*
- ✓ Develop a mentoring program for young professionals and students. *ASPA's student representative can provide insights on how to make this happen.*

Data Collection

We encourage you to open your Chapter and Section activities to non-members. Sign in sheets are a great way to collect contact information for prospective members. Another way to collect contact information is to hold drawings that require people to provide business cards.

Budget Conservatively

Chapter and Section programs do not need to be expensive. For in-person programs, consider affordable options like member-pay luncheons at local restaurants or brown bag lunches hosted at a member's workplace. You also can save money by soliciting sponsorships from local businesses.

A tip: Consider holding your events at a local college or university. Room charges, audiovisual and printing needs can be costly. See if your members have connections with a local institution that can provide this in-kind infrastructure support. *Need a contact at a local university? Contact the National Office to see if we can connect you with someone there.*

Technology is making virtual events more and more prevalent. Chapters and Sections can and should take advantage of this option, which will be less costly and allow members to participate more flexibly. Again, the National Office can provide the technology and coaching to make your virtual programming.

Succession Planning

Succession planning is critical to developing candidates for Chapter and Section leadership positions and ensuring your group's continuity, health and growth. But, it is not a task you can accomplish and check off your list. Rather, it should take place throughout the year and be a central part of your strategic planning. Every potential leader should be assigned a mentor, ideally the leader whom he or she will replace.

Effective succession planning should include the following:

- ✓ Keeping accurate records so minimal time is spent "recreating the wheel."
- ✓ Inviting members and potential members to board meetings to expose them to broader Chapter and Section issues. Align a few of them with board positions.
- ✓ Developing a transition schedule based on your fiscal year end date.

Sample transition schedule based on Dec 31 FYE

Timeframe	Activities
January	<ul style="list-style-type: none"> • Introduce new officers to ASPA membership • New officers take oath
February	
March	<ul style="list-style-type: none"> • Attend ASPA's Chapter and Section meeting at Annual Conference
April	
May	
June	<ul style="list-style-type: none"> • Send out call for nomination for new leadership
July	<ul style="list-style-type: none"> • Interview/confirm candidates
August	<ul style="list-style-type: none"> • Open membership voting on slate of candidates

September	<ul style="list-style-type: none"> • Attend ASPA's Chapter and Section meeting at Mid-year Conference
October	<ul style="list-style-type: none"> • Close voting
November	
December	<ul style="list-style-type: none"> • Complete all financial and year end reports • Recognize outgoing officers and volunteers

What type of program should we have? How long should it be? What topic should we cover? These are just a few of the questions Chapter and Section leaders ask when thinking about potential programming. Then, there is one of the most popular of all: **How can we get more people to participate?**

Successful events and programming are the result of asking the right questions at the right time—that is, at the very outset. Ask yourselves:

- ✓ **What is the purpose of the programming we are considering?** Some Chapters and Sections devote significant energy to content-driven events, like quarterly topical forums or journals. Others spend a lot of time on an annual conference, like ABFM and COMPA. Still others favor a hybrid approach of substantive events coupled with a networking or social dimension. The point here is to know what you're trying to accomplish.
- ✓ **Where will the meeting or event be hosted?** Consider a mix of in-person and online programs. For the former, make sure your venue is easily accessible to the types of members you especially want to attend. Think about hosted venues—like a university or government office—where you could keep costs at a minimum. For the latter, contact the National Office if you want to discuss online options and formats. Your choices are many.
- ✓ **When will the program or event be held?** Do you have a large number of student members in your Chapter or Section? Be careful about scheduling activities during exam periods or the summer months. Do you have a large number of state and local government employees? Be mindful about budget season or the end of a fiscal year. Keep your audience and their availability in mind. In addition, some Chapters like to do events every month, while others prefer a quarterly frequency. Our experience is that recurring events are key because they are predictable and will increase member participation. However, allow for some diversity in meeting time/location to attract as many members as possible.
- ✓ **How will the meeting or event be promoted?** Do you have a social media presence on Facebook or Twitter? You should. Post your events well in advance and post again when the date gets closer. Take advantage of newsletters, direct email using your membership roster and ASPA's communications vehicles. Take a look at your fellow affiliates' web presence, like SDSJ's or the South Florida Chapter's.
- ✓ **Who else do we want in the room?** Remember that non-member participation in a Chapter or Section program can be the best recruitment tool of all. Is there a local organization with which you can partner on an event? Or, is there a local chapter of a national organization that you can involve? Contact the National Office to see if we can connect your Chapter or Section with the local affiliate of another national organization.

Programs and Forums

As a practical matter, think creatively and substantively about the type of programming that your Chapter or Section can produce. The most popular involve presentations and forums. These can include a single keynote speaker or a roundtable panel of experts. As stated above, their frequency can vary.

Here is a list of some program topics and the Chapters that hosted them:

- ✓ *Finding Your Public Service Match by Speed Networking* (Central Illinois Chapter)
- ✓ *The 2014 Voting Process: The Good, The Bad & The Ugly* (Piedmont Triad Chapter (NC))
- ✓ *Law, Big Data and Managing Change: A Conversation with Judge Gerald Ray* (National Capital Area Chapter)
- ✓ *Improving Civic Education in Illinois* (Central Illinois Chapter)
- ✓ *Cyber Security Awareness: What Every Public Administrator Must Know and Do* (Central Virginia Chapter)

Several Sections have co-hosted KeepingCurrent webinars in recent years. Among these:

- ✓ *“Decentralization” in MENA Region* (SESAME)
- ✓ *Got Trust? Creating a High Trust Culture* (SWPA)
- ✓ *How Public Policy Can Support Collective Impact* (NPPP)
- ✓ *Cybersecurity and Emergency Management* (SECM)

There also are opportunities to have a presence at conferences across the United States and around the globe. For example, think about how your Chapter or Section can be involved with the annual conferences hosted by our affiliated organizations, including the Midwest Public Affairs Conference (www.midwestpac.org), Northeast Conference on Public Administration (www.northeastpublicadmin.org) and Southeastern Conference for Public Administration (www.aspaonline.org/secopa/wordpress).

Awards Programs

In addition to the national awards that ASPA presents at its annual conference, Chapters and Sections celebrate excellence in public service at the local level through their own awards programs. Here, too, the types of recognition vary but academic, student, and practitioner-based awards are among the most common. Some examples:



- ✓ The New York Metro Chapter presents the Outstanding Leader in Public Affairs Award, Award for Outstanding Public Administrator, Award for Outstanding Academic,

Outstanding Public Administrator in the Northeast Region Award. Outstanding Volunteer Award and Outstanding Students Awards.

- ✓ The Central Texas Chapter gives the James W. McGrew Public Policy Research Award (two Categories: Student and Professional)
- ✓ The Utah Chapter gives the Dr. F. Ted Hebert Distinguished Service Award for outstanding contributions to public administration, honoring individuals who have made significant contributions to public administration through academia or as a public citizen. The Senator Arthur V. Watkins Distinguished Service Award honors elected officials who, through exceptional commitment, skill and integrity, served the public with special distinction.
- ✓ The Section of Democracy and Social Justice awards the Equal Opportunity/Affirmative Action Exemplary Practice Award.
- ✓ AACPM presents the distinguished Kenneth Henning Award for excellence in improving and strengthening public service.

Public Service Recognition Week



Every year, the first full week of May is Public Service Recognition Week (PSRW). This annual celebration recognizes public service professionals at the federal, state, city, county and local levels. It is organized by the Public Employees Roundtable (PER), a coalition of leading public affairs organizations of which ASPA is a member. For more

information, visit www.ourpublicservice.org

Below are a few examples of how Chapters can promote and celebrate PSRW:

- ✓ Organize an appreciation event or rally. Consider co-hosting with your agency or local Combined Federal Campaign.
- ✓ Include the *PSRW* logo on your Chapter's website and use it in your communications.
- ✓ Partner with local merchants to offer discounts, coupons or other special offers to customers with a government ID during the week.
- ✓ Write a letter to your local newspaper explaining the critical role that public servants can play and the benefits they provide. Identify a government employee highlighting their accomplishments.

ASPA's *PA TIMES* magazine features Chapter PSRW activities as part of its annual Public Service issue. Among the activities we have highlighted in recent years:

- ✓ In Oregon, the Cascade Chapter hosted its Celebration of Public Service
- ✓ The New Jersey Chapter held an awards ceremony to recognize local leaders
- ✓ The Detroit Chapter held the Lent Upson Lecture, with a networking reception and awards ceremony as part of the festivities.
- ✓ In a kickoff to Public Service Recognition Week, ASPA's Nebraska Chapter hosted a recognition luncheon.

Annual Events and Networking



Then, there are Chapters known for standalone annual events, such as the one-day Public Service Conference hosted by the Rhode Island Chapter or an annual awards dinner hosted by the Central Pennsylvania Chapter that includes a keynote speaker and awards presentation. These events combine different programming as part of a hybrid model. Others include the South Florida Chapter's Annual ASPA Best Practices Conference and the Michigan Capital Chapter's Statewide Conference. Among the well-known Section events are the

annual ABFM and COMPA conferences, which attract several hundred attendees.

Threaded throughout these events is a networking element. In that regard, be sure to consider programming that does not feature a content-driven program, like a happy hour or informal reception. One of the biggest benefits that members find with Chapters is the ability to network in a relaxed, informal atmosphere.

Issue Advocacy/Engagement

One of the core missions of the American Society for Public Administration (ASPA) is to promote good and effective governance for the citizens of the United States and throughout the world, as well. As part of that core mission, the Society—and, by extension, its Chapters and Sections—will upon occasion wish to engage in varying types of public policy advocacy.

Chapters and Sections may engage in issue advocacy as they wish, including issuing statements and other activities, separate from the National organization. However, Chapters and Sections doing so should provide copies of the statements to the national office for dissemination to the National Council at the same time as a public announcement. Those Chapters and Sections engaging in such activities should be clear in all written products that the position taken reflects that of the Chapter or Section, not necessarily that of the national organization.

Branding ASPA and Your Chapter or Section

For information on communications and marketing approaches, please see the first section, titled, "Introducing the ASPA National Office." In terms of branding, we enthusiastically encourage Chapters and Sections to include the ASPA logo on your websites and materials and at events in conjunction with your Chapter or Section's logo. Should your Chapter or Section need a logo and not have one yet, ASPA staff are happy to create one for you based on ASPA's national logo.

Templates of the logo are provided at the end of the toolkit. For hi-res files or color dimensions, contact Karen Garrett, Chief of Communications, Marketing and Membership, at kgarrett@aspanet.org.

We ask that Chapters and Sections follow some guidelines on usage of the ASPA logo:

- ✓ The Logo may not be displayed as a primary or prominent feature on any non-ASPA materials. You must display your own logo, business name, product name or other branding in the primary and more prominent position.
- ✓ The Logo may not be used in any manner that might imply that any non-ASPA materials, including but not limited to goods, services, websites or publications, are sponsored, endorsed, licensed by or affiliated with ASPA.
- ✓ The ASPA Logo cannot appear with the Logo of private companies. The Logo of educational organizations and institutions and nonprofit government entities can appear together with the ASPA Logo. ASPA does not permit the use of the Logo on souvenir items.
- ✓ The Logo must be used as provided by ASPA with no changes, including but not limited to changes in the color, proportion or design, or removal of any words, artwork or trademark symbols. The Logo may not be animated, morphed or otherwise distorted in perspective or appearance. The Logo should not be scanned from printed sources. Please download it using the below resources.
- ✓ You must maintain visible "white space" around the Logo and not combine it with any words, icons, graphics, photos, slogans, numbers or other design elements.
- ✓ You may not take any action that would interfere with or diminish ASPA's rights in the ASPA marks or the Logo.
- ✓ "ASPA" and/or the Logo may not be included in any non-ASPA trade name, business name, domain name, product or service name, logo, trade dress, design, slogan or other trademark.
- ✓ The Logo may not be imitated or used as a design feature.
- ✓ You must attribute trademark ownership to ASPA in any materials where a Logo appears (except for signage and banners), with the following footnote: "ASPA and the ASPA Logo are servicemarks of the American Society for Public Administration in the United States and/or other countries."
- ✓ The ASPA logo must be reproduced as a solid color and may be either black or official ASPA colors (PMS 7730 and PMS 641). If the logo is reproduced on a dark background, the logo may be reproduced in white.

Samples and Templates

Chapter and Section Officer Sample Job Descriptions

Title: Chair or President

Purpose: The board chair is the senior volunteer leader of the Chapter or Section. The Chair oversees efforts to build and maintain a strong Chapter or Section by setting goals and expectations for the Chapter or Section and cultivating leadership among individual Chapter or Section officers.

Key Responsibilities:

- Works with leaders and Chapter or Section members to develop professional development programming that will appeal to Chapter or Section members.
- Works with the ASPA liaison to establish the guiding principles, policies, and mission for the organization--for example, by initiating a regular review of the organization's strategic plan and mission to keep them fresh and relevant, and by establishing metrics to measure success.
- Oversees the budget of the Chapter or Section and assumes ultimate responsibility for the integrity of its finances.
- Leads and facilitates Chapter or Section meetings by making sure that the agenda is closely followed and every officer has the opportunity to participate in discussions.
- Works with the nominating committee to identify and recruit new board members who bring important skills and knowledge to the Chapter or Section.
- Guides the work of the Chapter or Section to secure new and renewing members for ASPA.
- Speaks for the board in the event of a controversy or crisis; oversees the development of communications policies; works to promote the work of the organization in conversations, speeches, interviews, and other day-to-day activities.

Title: Vice Chair/ Chair-Elect or Vice President/President-Elect

Purpose: Prepares to assume the office of the Chapter or Section chair.

Key Responsibilities:

- Fills the office of Chapter or Section chair should that office become vacant, and subsequently fills the office of chair for a regular term as is entitled to the chair-elect.
- Assists the Chapter or Section chair in the execution of his or her duties.
- Coordinates with the liaison, activities between ASPA National and Chapter or Section.
- Provides a report at each Chapter or Section meeting of his or her activities since the previous Chapter or Section meeting.
- Performs any other duties as assigned by the Chapter or Section chair.

Title: Treasurer

Purpose: Ensures that current records are maintained, reflecting the financial condition of the Chapter or Section. These records include cash, outstanding advances, investments, accounts receivable and other assets, accounts payable, and fund balances.

Key Responsibilities:

- Subject to the direction and control of the Chapter or Section, has general charge of the financial affairs of the organization.
- Collects and receives all money due or belonging to the organization and gives receipts.
- Disburses or causes to be disbursed the funds of the organization as may be directed by the Chapter or Section, taking proper vouchers for such disbursements.
- Keeps and maintains adequate and correct accounts of the organization's properties and business transactions, including accounts of its assets, liabilities, receipts, and disbursements.
- Prepares and submits to ASPA National all end of year financial and leadership reports to include Chapter or Section Reporting Form and Chapter or Section Financial Report
- Renders to the chair and directors, at each monthly Chapter or Section meeting or whenever requested, and at each annual meeting, an account of any or all of his or her transactions as treasurer and of the financial condition of the organization.

Title: Secretary

Purpose: Ensures that actions of the Chapter or Section are documented.

Key Responsibilities:

- In advance of meetings, provides written agenda
- In advance of meetings, distributes to Chapter or Section officers appropriate background information on subjects to be discussed.
- Prepares and provides written minutes to Chapter or Section officers members in the specified time.
- Files the approved minutes and maintains the official list of Chapter or Section officers members in accordance with procedure.

Member Welcome Email Template

February 10, 2021

Dear <Name>,

Welcome to the <Chapter or Section Name> Chapter (or Section). We are excited that you have become part of our community!

<Chapter or Section Name> is focused on providing you with tools and resources to help you take your public service career to the next level. We hope that you make the most of your <Chapter or Section Name> membership by being actively engaged with us.

[Insert a paragraph highlighting the local Chapter or Section programs and offerings here]

Make your Chapter and Society Membership work for you. Get involved, stay informed and connected by visiting us online at <Insert Chapter or Section Website>

If you have any questions please feel free to reach out to your local leadership:

John Doe, <Chapter or Section Name> President- john.doe@emailaddress.com

Jane Doe, <Chapter or Section Name> Vice President/President Elect-

jane.doe@emailaddress.edu

Johnny Doe, <Chapter or Section Name> Treasurer – Johnny.doe@emailaddress.org

Janie Doe, <Chapter or Section Name> Secretary- Janie.doe@emailaddress.com

Sincerely,

John Doe

<Chapter or Section Name> President

Chapter Event Invitation Email Template

February 10, 2021

Dear <Name>,

I know how busy our schedules can be and how quickly things can come up, but I hope you will make plans to attend our next Chapter event on _____ at _____.

Attending <Chapter Name> Chapter events offers you the opportunity to:

- Get acquainted with other Public Administration professionals in an informal setting.
- Build relationships with contacts in your area
- Stay on top of ever changing trends
- Exchange ideas and information members who've made it a priority to be involved

Let me know if you will be able to attend by completing the enclosed registration form.

Sincerely,

John Doe
<Chapter Name> President

Budget Template

2019 Year End Budget Report Sample

Treasurer: <INSERT NAME HERE>

Approved <DATE>

REVENUE			
ITEM	Proposed Revenue	2019 Actuals	Comments
Dues	\$2,925.00	\$2,166.00	
Breakfast	\$3,600.00	\$3,825.00	
Interest	\$5.00	\$2.76	
Contributions	\$400.00	\$0.00	
Fundraising	\$0.00	\$0.00	
Total Estimated Revenue	\$6,930.00	\$5,993.76	
EXPENSES			
ITEM	Proposed Expenses		
Conference			
Exhibit booth	\$325.00	\$0.00	didn't get an invoice
Breakfast (80 @ 38.00)	\$3,040.00	\$3,560.64	96 tickets sold
8 Comp breakfasts	\$0.00	\$0.00	
Social event	\$450.00	\$439.10	
Miscellaneous (conference program, etc.)	\$50.00	\$0.00	
Awards	\$450.00	\$423.25	
Scholarships	\$1,500.00	\$1,500.00	
General Administration	\$50.00	\$7.83	bank service charge
Web maintenance	\$1,000.00	\$856.00	
New logo design	\$500.00	\$0.00	
Membership campaign	\$400.00	\$0.00	
Total Estimated Expenses	\$7,765.00	\$6,786.82	
Fund Balance	-\$835.00	-\$793.06	
Additional Expenses			
Transfer funds from checking to another savings account	\$4,000.00	\$4,000.00	
Check book balance \$4,705.01 as of 12/31/2014			
CD- \$6,007.92			

Bylaws Template

Bylaws for the (Chapter Name) Chapter of the 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 Chapter leadership may establish committees for various purposes. Committee chairs and members shall be appointed by the President. All such committees shall terminate upon the election of new officers and Council.

VII. Fees

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

VIII. 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 these Bylaws, 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.

IX. 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.

X. 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 be January 1 through December 31. 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 Chapter, meeting of **(date)**.

Logos

