



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 as a useful reference for Chapter and Section leadership, whether you are working to establish or reconstitute an affiliate or to take 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,

A handwritten signature in black ink that reads "Bill Shields". The signature is written in a cursive, flowing style.

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.

Recognizing that accomplishing objectives 2 and 3 required dedicated and more proactive national support, a mid-2014 realignment resulted in a full-time Chapter and Section coordinator to serve as the National Office's primary point of contact to our affiliates. In addition, the 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 membership Chapter and Section membership lists to you on a monthly basis. Officers no longer need to access the information themselves. The rosters also distinguish new members so you can welcome them.

*For questions about your membership roster or to request an updated list, contact Melissa Jun, Chapter and Section Coordinator, at [mjun@aspanet.org](mailto:mjun@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 for 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.

- ✓ Promote your upcoming programs in *The Bridge*, ASPA's bi-monthly e-newsletter, for free. Or, publicize your student-based awards and scholarships in ASPA's quarterly Student and Young Professional Newsletter. With a broad circulation base, both are terrific venues to highlight your initiatives and strengthen your participation.
- ✓ 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.
- ✓ ASPA staff can provide you with templates to craft Chapter and Section newsletters. And, are ready to assist you with marketing ideas for your activities.

*For communications-related questions, to submit an ad/article or to request marketing assistance, contact Karen Garrett, Chief of Marketing and Communications, at [kgarrett@aspanet.org](mailto: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 Sections are co-hosting National Office-led online programming, like professional development webinars and *BookTalks*. Chapters and Sections are encouraged to take advantage of ASPA's GoToWebinar technology to develop their own programming, specifically tailored to their membership. ASPA staff are available to help you become familiar with this web-based platform and to assist with the actual management of your offering.

Many Chapters and Sections celebrate excellence in public service by a wide variety of awards given 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](mailto:aomang@aspanet.org) or Asmita Tewelde, Professional Development and Events Manager [atewelde@aspanet.org](mailto:atewelde@aspanet.org).*

### Website Hosting

**Do you want an online presence?** ASPA offers server space to Chapters and Sections to accommodate a website that promotes your work.

*For web-based or hosting questions, contact Karen Garrett, chief of marketing and communications, at [kgarrett@aspanet.org](mailto:kgarrett@aspanet.org).*

## Events Calendar

**On the road and looking for an ASPA activity?** In the last year, the National Office launched a Chapter and Sections events calendar to keep members and affiliates updated on upcoming events. The calendar is located at <http://patimes.org/chapter-section-calendar-2/>. It will be refreshed and more prominently displayed as part of ASPA's upcoming online upgrade. Note that the calendar is for Chapter and Section events only; nominations and job announcements are not housed on it.

*To include your event on the Chapter and Section events calendar, contact Melissa Jun, Chapter and Section Coordinator, at [mjun@aspanet.org](mailto:mjun@aspanet.org).*

## 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, our annual report, 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 Michael Silliman, Membership Coordinator, at [msilliman@aspanet.org](mailto:msilliman@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 Central Illinois, Central Virginia, Chicago, Delaware, Greater Kansas City, Rhode Island and the Washington, DC National Capital Area Chapter. We also have participated in Section events like COMPA's annual conference and the revitalization of *Public Integrity*, published by the Section on Ethics and Governance.

*For attendance inquiries, contact Bill Shields, Executive Director, at [wpshieldsjr@aspanet.org](mailto:wpshieldsjr@aspanet.org).*

## Legal Obligations

**Are you wondering about your Chapter's and Section's legal obligations** All ASPA Chapters receive an IRS-assigned Employee Identification Number (EIN). To avoid paying federal taxes on Chapter income, the Chapter is required to apply for "recognition of exemption."

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 automatically 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 financial report 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 Lisa Sidletsky, Chief of Program Operations, at [lsidletsky@aspanet.org](mailto:lsidletsky@aspanet.org)*

## Rebates

Chapters receive an annual rebate of \$6 per member following the end of ASPA's fiscal year (January 1 – December 31). To receive this rebate, each Chapter must submit a financial report (located on the ASPA website) within 60 days after the close of the fiscal year. Submitting this form is the responsibility of your Chapter's leadership. All Chapter officers, as well as those with check-signing authority, must be current ASPA members. The report must be approved by the Chapter's leadership and distributed to its membership.

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 financial report within 60 days after the close of their fiscal year. Like Chapters, submission of is the responsibility of leadership and must follow the approach outlined for Chapters above.

# 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 25 members, or less than 25 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 40 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 Bylaws.

A prospective Chapter should adopt a constitution and/or bylaws 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:

- ✓ Nomination and election of Chapter officers, alternative methods for voting and provisions for the removal of leadership or others when they do not fulfill their responsibilities
- ✓ a common, Society-established Chapter year
- ✓ four program activities per year, including a business meeting
- ✓ a procedure for amending the Chapter's constitution

- ✓ an annual report of Chapter activities and finances and statement of leadership duties
- ✓ specific language concerning the IRS 501(c)(3) tax exemption and related issues.

## 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:

- ✓ a copy of your approved constitution and/or bylaws
- ✓ a list of ASPA members who will constitute your Chapter's membership, plus the names and contact information of the Chapter officers and leadership
- ✓ the program and membership recruitment plan
- ✓ a proposed annual budget

If applicable, you also should submit a statement of approval from the leadership of an existing Chapter from which you are creating a new one.

## 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 our ASPA's national leadership and ultimately to the National Council for action. The council meets at least four times annually, so the wait should be minimal.

Please do not hesitate to contact the 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:

- ✓ a statement of purpose explaining how the proposed Section's goals and objectives are consistent with ASPA's broad purposes and complement the goals and objectives of existing Sections
- ✓ an analysis of actual and projected ASPA interest in the proposed section, together with a list of at least *one percent of ASPA* members who have indicated in writing their interest in joining the new Section
- ✓ a description of proposed short- and long-term activities and programs to be undertaken
- ✓ a draft memorandum of agreement with ASPA
- ✓ a constitution for Section operation, which includes specific required wording concerning IRS 501(c)(3) tax exemption
- ✓ a proposed budget for the first year of operation
- ✓ a list of the leadership (i.e., temporary executive committee)

#### 2. Await Review.

ASPA staff will review the proposed Section's application and assess its feasibility on a temporary basis. Staff will consult with all current Section chairs 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. To facilitate the application process, the proposed Section should develop a program and membership recruitment plan, similar to what new Chapters would do. It also should similarly provide for elections.

#### 3. Become Initially Established.

Sections are initially established on a temporary basis by a majority vote of the National Council. Within two years, a Section should meet all of ASPA's performance standards and the Section leadership should request permanent status, which is conferred by a majority vote of the National Council.

#### 4. Develop Performance Criteria.

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

- ✓ Written communication regarding activity with section membership at least semi-annually, the nature and substance of which is to be determined by the section leadership
- ✓ annual submission of an appointed and elected leadership list, annual financial statement and annual report by the outgoing chair by December 31 of each year
- ✓ periodic elections, but not less frequently than every two years
- ✓ membership of at least one percent of ASPA's total membership

## 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:

- ✓ 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 for advice.*
- ✓ 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, bookmarks 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 put you in contact with someone there.*

Technology is making virtual events more and more prevalent. Chapters and Sections can and should take advantage of this reality 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 online webinar or virtual *BookTalk* a reality.

## Succession Planning

Succession planning is critical to developing candidates for Chapter and Section leadership positions and ensuring its continuity, health and growth. But, it is not a one-shot session. 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. Aligning 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"> <li>• Introduce new officers to ASPA membership</li> <li>• New officers take oath</li> </ul>
February	<ul style="list-style-type: none"> <li>•</li> </ul>
March	<ul style="list-style-type: none"> <li>• Attend ASPA's Chapter and Section meeting at Annual Conference</li> </ul>
April	<ul style="list-style-type: none"> <li>•</li> </ul>
May	<ul style="list-style-type: none"> <li>•</li> </ul>
June	<ul style="list-style-type: none"> <li>• Send out call for nomination for new leadership</li> </ul>
July	<ul style="list-style-type: none"> <li>• Interview/confirm candidates</li> </ul>
August	<ul style="list-style-type: none"> <li>• Open membership voting on slate of candidates</li> </ul>
September	<ul style="list-style-type: none"> <li>• Attend ASPA's Chapter and Section meeting at Mid-year Conference</li> </ul>
October	<ul style="list-style-type: none"> <li>• Close voting</li> </ul>
November	<ul style="list-style-type: none"> <li>•</li> </ul>
December	<ul style="list-style-type: none"> <li>• Complete all financial and year end reports</li> <li>• Recognize outgoing officers and volunteers</li> </ul>

## Planning Your Activities

**What type of program should we have? How long should it be? What topic should we cover?** These are just three of the questions that 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 the objective of your program.
- ✓ **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 on 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. Recurring means predictability, in this case, predictability can very well mean greater likelihood of member participation.
- ✓ **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' Facebook pages, like SECM's or the Greater Kansas City 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 programs 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 recent 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)
- ✓ *The ASPA-rational Talk!* (Southeastern North Carolina Chapter)
- ✓ *Opportunities and Challenges of Running an Environmentally Conscious Organization* (Greater Kansas City Chapter)

ASPA has been fortunate to have several Sections co-host our online professional development webinars. Among these:

- ✓ *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](http://www.midwestpac.org)), Northeast Conference on Public Administration ([www.northeastpublicadmin.org](http://www.northeastpublicadmin.org)) and Southeastern Conference for Public Administration ([www.aspaonline.org/secopa/wordpress](http://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 Greater Kansas City Chapter gives the Public Administrator of the Year Awards to professionals in the federal, state and local, academic and not-for-profit fields for outstanding performance in the practice and teaching of public administration in the Greater Kansas City area. The Dr. Jerzy Hauptmann Student Essay Award is awarded to a high school student who submits the best essay on a topic selected by the Chapter related to public administration.
- ✓ 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

The first week in 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](http://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 recent activities we highlighted:

- ✓ In Seattle, the Evergreen Chapter hosted Public Service Night at Safeco Field in partnership with the Seattle Mariners.

- ✓ ASPA's North Texas Chapter hosted its annual PSRW Awards Dinner in partnership with the local National Forum for Black Public Administrators. The Chapter presented its annual public service awards at the event, which drew 200 attendees.
- ✓ ASPA's Metro Louisville Chapter presented its Distinguished Public Service Practitioner Award and hosted a picnic attended by local ASPA members and MPA students from Western Kentucky University.
- ✓ In a kickoff to Public Service Recognition Week, ASPA's Nebraska Chapter hosted a one-day conference and 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; the 2015 theme was Talent and Retention in Michigan. Among the well-known Section events are the annual ABFM and COMPA conferences which attract several hundred attendees, and the AACPM program that has taken place in conjunction with the ASPA annual conference for the past couple of years.

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.

## 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. Templates of the logo are provided at the end of the toolkit. For hi-res files or color dimensions, contact Karen Garrett, chief of marketing and communications, at [kgarrett@aspanet.org](mailto: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. In these cases, the other organization's logo, name and related branding must be in the primary and more prominent position.
- ✓ The logo may not be used in any manner that may imply ASPA sponsors, endorses or licenses non-ASPA materials, including but not limited to goods, services, websites, or publications.
- ✓ The ASPA logo cannot appear with the logo of a private, for-profit company, without express permission of the National Office. It may appear with the logo of educational organizations and institutions, and non-profit government entities. The National Office must approve the use of the logo on souvenir items.
- ✓ The Logo must be used as provided by ASPA with no changes to color, proportion, design, words, artwork or trademark symbols. It may not be animated, morphed, or otherwise distorted in perspective or appearance or imitated/used as a design feature.
- ✓ You must maintain visible "white space" around the Logo and not combine it with any words, logo, icons, graphics, photos, slogans, numbers or other design elements.
- ✓ You may not take any action that would interfere with ASPA's rights in the marks or 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.
- ✓ 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 service marks of the American Society for Public Administration in the United States and/or other countries."
- ✓ The logo must be reproduced as a solid color and may be either black or official ASPA colors (see template). If the logo is reproduced on a dark background, it 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

July 14, 2016

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](mailto:john.doe@emailaddress.com)

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

[jane.doe@emailaddress.edu](mailto:jane.doe@emailaddress.edu)

Johnny Doe, <Chapter or Section Name> Treasurer – [Johnny.doe@emailaddress.org](mailto:Johnny.doe@emailaddress.org)

Janie Doe, <Chapter or Section Name> Secretary- [Janie.doe@emailaddress.com](mailto:Janie.doe@emailaddress.com)

Sincerely,

John Doe

<Chapter or Section Name> President

## Chapter Event Invitation Email Template

July 14, 2016

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

### 2015 Year End Budget Report Sample

Treasurer: <INSERT NAME HERE>

Approved <DATE>

<b>REVENUE</b>			
<b>ITEM</b>	<b>Proposed Revenue</b>	<b>2014 Actuals</b>	<b>Comments</b>
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	
<b>Total Estimated Revenue</b>	<b>\$6,930.00</b>	<b>\$5,993.76</b>	
<b>EXPENSES</b>			
<b>ITEM</b>	<b>Proposed Expenses</b>		
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	
<i>New logo design</i>	\$500.00	\$0.00	
<i>Membership campaign</i>	\$400.00	\$0.00	
<b>Total Estimated Expenses</b>	<b>\$7,765.00</b>	<b>\$6,786.82</b>	
<b>Fund Balance</b>	<b>-\$835.00</b>	<b>-\$793.06</b>	
<b>Additional Expenses</b>			
<i>Transfer funds from checking to another savings account</i>	\$4,000.00	\$4,000.00	
<b>Check book balance \$4,705.01 as of 12/31/2014</b>			
<b>CD- \$6,007.92</b>			

## 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 a seven day 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.

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

## **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

