



American Academy of
Certified Public Managers®

Standard Operating Procedures
Manual

**AMERICAN ACADEMY OF CERTIFIED PUBLIC MANAGERS®
STANDARD OPERATING PROCEDURES MANUAL**

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SUBJECT: INTRODUCTION

Purpose of this Manual. This Manual contains the *policies and procedures* that are applicable to the operation of the American Academy of Certified Public Managers® (AACPM) and its members. It shall serve the membership by providing criteria, guidelines, and procedures necessary to carry out the Academy's programs and operations. This is a dynamic document that should reflect continued changes and improvements in the organization. Its objective is to be as complete as necessary to provide members with the basic information to perform the functions of the Academy, yet not so rigid that the association becomes stagnant and unable to change.

Revisions. It will be the responsibility of the Member-at-Large for Member Affairs to maintain the Standard Operating Procedures Manual. This shall include all changes to the policies and procedures resulting from AACPM Board or House of Delegates meetings as well as changes to the Constitution and Bylaws. It is the responsibility of AACPM committee chairpersons to notify the Board in writing of recommended changes to the committee procedures outlined in this manual. The Board will review proposed changes to ensure that they are consistent with the AACPM Constitution and Bylaws and direct that the Standard Operating Procedures Manual be updated accordingly.

Distribution. This Procedure guide shall be reprinted and redistributed, in whole or in part, as needed and as directed by the Board. Distribution shall include AACPM officers, Society Presidents, and others as directed by the Board. Physical distribution of this Manual can be done electronically, digitally (CD), or by printed copy.

Procedures not addressed. Any questions of parliamentary procedures not covered in this Manual should be determined in accordance with the latest edition of *Roberts Rules of Order Newly Revised*.

SUBJECT: DEFINITIONS

The following terms and definitions shall apply in all matters pertaining to the Academy:

CPM – Certified Public Manager[®].

AACPM or **Academy** – American Academy of Certified Public Managers[®].

Academy Year or Membership Year or Fiscal Year – A calendar year.

Annual Meeting – The yearly convocation of the members of the Academy.

Board of Directors – The Seven elected members of the Academy: President, President-Elect, Immediate Past President, Secretary, Treasurer, and two (2) Members-at-Large.

House of Delegates – The governing body of the Academy; composed of three delegates from each member Society, current members of the Board of Directors, and the four preceding Past Presidents. Only Academy Fellows may serve as delegates.

Member – Any person in any membership classification (Fellows, Associate Members, Members-at-Large, Consortium Members and Honorary Fellows) in good standing in the American Academy of Certified Public Managers[®]. “In good standing” means that all Society and Academy dues for the current year have been remitted.

Officers – Individuals serving a term on the Board of Directors, listed above.

Delegate – An Academy Fellow selected by their Society to participate in Academy governance.

Society – An organization chartered by the AACPM, composed of Certified Public Managers[®] and/or categories of members so designated by the Society.

Term of Service – The President, President-Elect, committee chairs and committee members serve from January 1 to December 31 of the year for which they were elected/appointed. For some offices and committees, individuals may seek election or appointment to more than one term. The AACPM Secretary and Treasurer serve for two consecutive years beginning January 1 of alternating years. The two Members-at-Large serve for two consecutive years beginning January 1 of alternating years.

SUBJECT: STATEMENT OF PURPOSE

The **purpose** of the American Academy of Certified Public Managers® shall be as follows:

To unite Certified Public Managers®;

- To encourage the acceptance of public management as a profession established upon an underlying body of knowledge;
- To promote high professional, educational, and ethical standards in public management;
- To improve communication, cooperation, and coordination among public entities;
- To foster leadership through example and innovation;
- To facilitate positive changes which enhance the delivery of public services.

SUBJECT: VISION, MISSION, AND GOALS

Our Vision. The vision of an organization states its destination. For the Academy, it is “World class leaders and managers for the public sector.”

Our Mission Statement. The mission statement provides a road map to reach the vision. The initial Academy mission statement was developed in 1989. It was “to promote effective public management by establishing the Certified Public Manager[®] credential as the recognized standard for professional practice.”

As the Academy has evolved, so has its mission. In 1995, the mission statement was amended. Our current mission is promoting professionalism, excellence, and quality principles in public management through:

- Endorsement of dynamic leadership, high ethical standards, and education, development, and training dedicated to serving the public interest;
- Advocacy of the Certified Public Manager[®] program as an ideal comprehensive management development process;
- Performance as a professional association to maintain the highest standards for management and management training through our accrediting body.

Our Goals. The high level, overarching goals of the Academy are as follows:

- To provide effective GOVERNANCE conducive to a national organization;
- To improve and enhance COMMUNICATIONS between the Academy, the local Societies, the Membership, the Consortium, and others;
- To encourage MEMBERSHIP and to recognize outstanding individuals and accomplishments by members;
- To provide tangible MEMBER SERVICES;
- To develop a system of METRICS to assess progress and problems.

SUBJECT: CODE OF ETHICS

Purpose. Members of the Academy must maintain a high standard of conduct in order to appropriately serve the public. The standard of conduct set forth in this Code of Ethics provides basic principles for the exercise of public managerial responsibilities. By acceptance, members assume an obligation to the Academy and its purpose and agree to comply with its Constitution and Bylaws.

The **Code of Ethics** states that members shall:

- Perform their professional duties with honesty and fairness;
- Contribute to the advancement of the dignity and integrity of the public management profession;
- Respect the sensitivity of information obtained in the course of their professional activities and not disclose any information that is deemed confidential;
- Uphold the rights of others in all of their personal and professional activities;
- Use neither their positions with the Academy nor their public employment to secure privileges or advantages for themselves or others;
- Neither offer, give, nor accept any payment or gift to influence, or appear to influence, the judgment of public officials or the exercise of their public responsibilities;
- Seek to maintain the highest degree of professionalism;
- Maintain and advance their knowledge of the public management field and contribute to the growth of the profession;
- Work to raise the standards of excellence of the profession and to facilitate professional development of all practitioners.

Proposal of Revisions. The Bylaws and Ethics Committee shall be responsible for proposing changes or amendments to the Code of Ethics.

Approval of Revisions. The Code of Ethics may be amended by the House of Delegates at the Annual Meeting by a majority of the voting delegates.

SUBJECT: CONSTITUTION AND BYLAWS

Purpose. There exists a Constitution and Bylaws for the American Academy of Certified Public Managers[®] consistent with the Statement of Purpose. The latest version is dated April, 2003. (Text follows.)

Proposal of Amendments. Any proposed amendments must first be submitted to the Bylaws and Ethics Committee (chaired by the Immediate Past-President), then must be filed with the Academy Secretary at least two months prior to the Annual Meeting. The Member-at-Large for Conferences & Communications shall provide at least 30 days notice of the substance of proposed amendments to the Board of Directors and to the registered attendees of the House of Delegates meeting by including copies of the proposed changes in the delegate packets.

Approval of Amendments. The Constitution and Bylaws may be amended by the House of Delegates at the Annual Meeting by a majority of the voting Delegates. An amendment is effective upon adjournment of the annual meeting at which it is adopted, unless otherwise stated. Upon adoption of an amendment to the Bylaws, the Secretary may correct punctuation, grammar or numbering where appropriate, so long as the correction does not change the meaning of the amendment.

AMERICAN ACADEMY OF CERTIFIED PUBLIC MANAGERS[®] CONSTITUTION AND BYLAWS

Article 1. Name and Purpose

1.1 Name. The name of this organization shall be the American Academy of Certified Public Managers[®] (AACPM).

1.2 Purpose. The purpose of the Academy shall be to unite Certified Public Managers[®]; to encourage the acceptance of management in government as a profession established upon an underlying body of knowledge; to promote high professional, educational and ethical standards in public management; to improve communication, cooperation and coordination among public entities; to foster leadership through example and innovation; and to facilitate positive changes which enhance the delivery of public service.

Article 2. Definitions and General Provisions

2.1 Definitions. In all matters pertaining to the Academy and its activities, the term:

Academy year shall mean a calendar year.

Annual meeting shall mean the yearly convocation of the members of the Academy. The dates of the annual meeting shall be proposed by the Host Society. Recommendations for the annual meeting dates will be made by the Conference Committee. The Board will approve the final dates of the annual meeting.

Board of Directors shall mean the offices of President, President-Elect, Immediate Past-President, Secretary, Treasurer, and two Members-at-Large.

Member shall mean any person in any membership classification in good standing in the American Academy of Certified Public Managers[®].

Society shall mean an organization composed of Certified Public Managers[®] and/or other categories of members so designated by the Society.

2.2 Notifications. All members shall be notified in writing or electronically. Member notifications can be made by special mailing or through any publication of the Academy. In these cases, notice is given upon deposit in the mail. Electronic notification can be made by sending of electronic mail (E-mail). Members without electronic capability will receive written notification. The Academy shall verify receipt of electronic notifications on actions that require a delegate vote.

2.3 Dissolution. Upon dissolution of the American Academy of Certified Public Managers[®], all of the organization's assets remaining after payment of all costs and expenses of such dissolution shall be distributed to Societies of Certified Public Managers[®] or other organizations that qualify under state tax regulations. None of the assets will be distributed to any member, officer or trustee of the dissolved organization.

Article 3. Memberships

3.1 Members. The classes of members shall be Fellow, Members-at-Large, Associates, Consortium Members and Honorary Fellows.

Fellows are those people who have completed a program accredited by the National Certified Public Manager[®] Program Consortium, are members in good standing in a Society, and have been admitted under guidelines adopted by the Board of Directors.

Members-at-Large are those people who have completed a program accredited by the National Certified Public Manager[®] Consortium, are members in good standing with the Academy, and have been admitted under guidelines adopted by the Board of Directors.

Associate Members are other categories of members with whom affiliation is considered to be in the best interest of the Academy.

Consortium Members of the Academy are local Consortium Members who are admitted under guidelines adopted by the Board of Directors.

Honorary Fellows shall be individuals elected to such class of membership by a majority vote of the Board of Directors.

3.2 Certification of Membership. Upon initial admission and receipt of dues, a certificate shall be issued designating membership in the Academy.

3.3 Rights and Responsibilities of Members. A member of the Academy shall be entitled to use the designation "Member of the American Academy of Certified Public Managers[®]."

3.4 Suspension of Membership. A member may resign from the Academy by submitting a written resignation. A member shall be suspended for the following reasons:

- Default in the payment of dues or other monetary obligation to the Academy.
- Failure to remain a "member in good standing" of a member Society.

A member may be suspended for cause provided that:

- A charge of improper conduct or conduct unbecoming a member has been made.
- A confidential investigation has been made by the Bylaws and Ethics Committee of all allegations made against the member.
- The committee finds substance to the allegations and prepares a resolution preferring specific charges. (In the event the Committee finds no validity to the allegations, a resolution shall be prepared exonerating the member.)
- The Ethics Committee provides written notification to the accused of all charges and provides for the presentment of the resolution of charges and rebuttal by the accused before a closed meeting of the Academy's Board of Directors.
- The Board of Directors shall decide, by majority vote, upon both the question of guilt and the question of penalty to be imposed.
- The decision of the Board of Directors shall be final.

3.5 Expulsion of a Member. A member whose personal conduct or fitness is such as to make further affiliation with the Academy undesirable may be expelled from membership. The same process applicable to the suspension of a member for cause shall be followed.

3.6 Reinstatement. A member suspended due to resignation from the Academy may be reinstated upon becoming a member in good standing of a member Society and payment of all dues and monetary obligations due the Academy.

- A member suspended due to nonpayment of dues or other monetary obligations shall be reinstated upon payment to the Academy.
- A member suspended or expelled from the Academy for cause may be reinstated upon written application to the President of the Academy, review and recommendation for reinstatement by a majority vote of the membership of the Bylaws and Ethics Committee, and approved by a majority vote of the Board of Directors.

Article 4. Officers

4.1 Officers. The officers of the Academy shall be the President, President-Elect, Immediate Past President, Secretary, Treasurer, and two Members-at-Large. All officers shall be Fellows in the Academy.

4.2 The President shall be the chief executive officer of the Academy and shall be responsible for the management of its operation. The President shall supervise the administration of the Academy, including the implementation of policies adopted by the Board of Directors and the House of Delegates. The President may not seek election to another Academy Board position whose term begins earlier than two years following the end of the term for which they were elected as President.

4.3 The President-Elect shall succeed to the office of President upon expiration of the President's term. The President-Elect shall chair the Finance and the Conference Committee and perform other duties as directed by the President.

4.4 The Secretary shall record the minutes of meetings of the Academy; serve as custodian of the Constitution and Bylaws, records and files of the Academy; notify the respective Boards of meetings; and perform other duties as directed by the President.

4.5 The Treasurer shall assume responsibility for the financial affairs of the Academy, receive and maintain receipts including dues, make necessary disbursements for duly authorized purposes, serve as a member of the Finance Committee, make recommendation concerning the Academy's financial affairs to the President, and perform other duties as directed by the President.

4.6 The Immediate Past President shall chair the Board of Elections and the Bylaws and Ethics Committee, and perform other duties as directed by the President.

4.7 The Member-at-Large for Member Affairs shall perform duties directly related to the Academy membership, shall act as an advocate for the membership, and shall be the point of Board contact with most of the membership, and perform other duties as assigned by the President.

4.8 The Member-at-Large for Conferences & Communications shall perform duties related to various Academy publications and to the functioning of the House of Delegates, shall be a member of the Conference Committee, and perform other duties as assigned by the President.

4.9 Vacancies. In the event of the absence, death or resignation of the President, the President-Elect shall become President and assume responsibility for the functions of the President. If the office of President-Elect becomes vacant, the House of Delegates shall elect a successor. If any other elective office becomes vacant, the Board of Directors shall elect an eligible member to fill the office for the unexpired term. Service in an office for an unexpired term does not make that officer ineligible for nomination or election to an office.

4.10 Removal of an Officer. Any officer of the Academy may be removed from office for cause, that is, misconduct or neglect of duty in office. The procedure to be followed shall be outlined in the Standard Operating Procedures under the section covering the "Responsibilities & Restrictions of the Board of Directors, Removal of an Officer.

Article 5. Procedure

5.1 Attendance at Meetings. Every member is entitled to attend all meetings of the Academy.

5.2 Voting Rights. All members of the House of Delegates are entitled to vote in person upon all questions brought before duly called meetings of the Academy, or by mail or electronic means provided by the Academy for the election of officers, on proposed amendments to the Constitution and Bylaws, on proposed resolutions of the membership or on the code of professional ethics.

5.3 Residence for Voting Purposes. A member may vote only from one Society affiliation.

Article 6. Academy Meetings

6.1 Annual Meetings. The Academy shall hold at least one meeting each Academy year at a time and place prescribed by the Board of Directors. Notice of the meeting shall be given to members of the Academy at least three months prior to the meeting.

6.2 Other Meetings. In addition to the annual meeting, the Academy may hold such meetings, including special meetings, as the Board of Directors may prescribe.

Article 7. The House of Delegates

7.1 House of Delegates. The governing body of the Academy is the House of Delegates. Only Academy Fellows may serve as Delegates.

7.2 Powers and Function. The House of Delegates governs the Academy with all powers necessary to perform this function. It may adopt rules consistent with the Constitution and Bylaws. It is the judge of the election and of the qualifications of its members.

7.3 Composition. The House of Delegates shall be composed of three Delegates from each Society, all current Academy officers, and the four preceding past presidents.

7.4 Society Delegates. Delegates shall be Fellows in good standing of the Academy and shall be selected by Academy members of their Societies. A Society Delegate elected as a member of the Board of Directors ceases to be a Society Delegate at the beginning of the term as officer of the Board of Directors. In such event, a Society Delegate will be appointed to complete the unexpired term in accordance with the individual Society bylaws.

7.5 Certification of Delegates. The term of the House of Delegates shall start at the beginning of the annual Academy conference and end at the beginning of the next year's annual conference. Each Society shall certify to the Board of Directors the names and addresses of its delegates by the start of the meeting of the House of Delegates or at such other times that a Society may amend the names of its delegates in accordance with its own bylaws. The Treasurer shall certify that all members of the House of Delegates have paid their current dues.

7.6 Meetings of the House. The House of Delegates shall meet during the annual meeting of the Academy and at such other times and places as the Board of Directors may prescribe. Each Delegate has one vote. A quorum shall consist of seated Delegates from at least half the current member Societies of the Academy and four (4) members of the Board of Directors.

Article 8. The Board of Directors

8.1 Powers and Functions. Between meetings of the House of Delegates, the Board of Directors may perform, consistent with any action taken by the House, the functions that the House itself might perform. The Board shall develop methods and specify plans for making the Academy and its activities useful to its members in their professional work.

8.2 Composition. The Board of Directors shall be composed of the President, the President-Elect, the Immediate Past President, the Secretary, the Treasurer, and the Members-at-Large.

8.3 Election and Term. The following method of election and terms shall apply:
The President-Elect, Secretary, Treasurer, and two Members-at-Large shall be elected by vote of the House of Delegates from the slate of nominees presented by the Board of Elections. When possible, the slate should include a minimum of two names per office. The AACPM President and President-Elect shall serve for one year, beginning January 1 and ending December 31 of the same year. The AACPM Secretary shall serve two consecutive years. Effective in 1998, the term of the AACPM Treasurer shall be two years. The Secretary is elected in odd numbered years and the Treasurer is elected in even numbered years. Effective in 2000, the AACPM President shall nominate two Members-at-Large from different Societies to serve through 2001. These nominees must be approved by the Board of Directors

prior to taking office. Beginning in 2002, the Members-at-Large shall be elected by vote of the House of Delegates with one serving a one-year term and one serving a two-year term. Thereafter, one Member-at-Large shall be elected in odd-numbered years and the other Member-at-Large shall be elected in even-numbered years. Members-at-Large cannot be from the same Society.

8.4 Meeting of the Board. The Board of Directors shall meet at the annual Professional Development Conference and at least one other time each Academy year. Special meetings of the Board may be held on call of the President, or at the request of three (3) or more members of the Board. Four (4) members of the Board constitute a quorum.

Article 9. Committees

9.1 Board of Elections. This is an empowered Board selected annually by the Board of Directors. The Board of Elections shall consist of the Immediate Past President and two other Academy Fellows who are not members of the Board of Directors. The Immediate Past President shall chair the Board. The Board of Elections shall conduct nominations, elections, and all referenda.

9.2 Bylaws and Ethics Committee. The Bylaws and Ethics Committee shall consist of six Academy Fellows from different Societies appointed by the respective Society and the Immediate Past President. The Immediate Past President shall chair the committee. The Bylaws and Ethics Committee shall be responsible for proposing changes or amendments to the Constitution and Bylaws of the Academy and the Code of Ethics.

9.3 Finance Committee. The Finance Committee shall consist of the President-Elect, the Treasurer, and three Fellows designated by the Board. The President-Elect shall chair the committee. The Finance Committee shall prepare the Academy's Annual Budget for review, modification if necessary, and adoption at the annual meeting of the Academy. The Committee shall be responsible for insuring an annual audit of the financial records of the Academy be conducted by a Certified Public Accountant (CPA), approved by the Board, and shall oversee implementation of financial recommendations approved by the House of Delegates or the Board.

9.4 Henning Award Committee. This is an empowered committee consisting of the last Henning Award Winner and one Fellow from each of four (4) additional member Societies selected by the Chair of the Committee with approval of the Board. The Chair of the Committee shall be the last Henning Award Winner. The Henning Award Committee shall select on an annual basis the Henning Award recipient and shall coordinate the presentation of the award at the Academy's annual meeting.

9.5 Publications Committee. The Communications Committee shall be chaired by the Member at Large for Conference and Communications and shall consist of a minimum of two other Fellows approved by the Board. The purpose of the committee will be to review Academy publications to ensure that they represent the national view and to oversee the communications efforts of the Academy, including the publication of Academy newsletters and the maintenance of the Academy web site, in accordance with the current Academy standards found in the Standard Operating Procedures.

9.6 Scholarship Committee. The Scholarship Committee shall be chaired by a previous Wilkinson Scholarship recipient whenever possible. The committee shall be composed of five members from different Societies appointed by the President and approved by the Board.

9.7 Conference Committee. This committee is chaired by the President-Elect and is responsible for planning, coordinating and administering the Annual Academy Conference. The Conference Committee shall be composed of the President-Elect, representatives from the Host Society and other American Academy members as designated by the chair.

9.8 Committees of the Board. The Board of Directors may establish such committees as it considers desirable to carry out its function.

Article 10. Dues and Assessments

10.1 Dues and Fees. The House of Delegates shall determine the annual dues and assessment fee. All fully certified CPM's that are members of a Society that is chartered by the American Academy of Certified Public Managers® are members of the national organization, requiring payment of local and national dues. The dues are collected by the Society, with the national dues forwarded by the Society to the AACPM on the members' behalf. An initial payment of annual dues is due and payable to the Academy between January 1st and March 31st of each year. Then, as the membership grows during the course of the year, Society Treasurers must submit additional membership dues payments on at least a quarterly basis to the AACPM in order to keep their rosters current with the AACPM.

Each Society that is a member of the Academy shall be assessed an annual fee (\$100 per year per Society) due and payable to the Academy on January 31st.

10.2 Academy Year. For the purpose of annual dues and assessments, the Academy year is established as the annual membership period. A delinquent fee as determined by the House of Delegates may be assessed to member Societies who do not remit dues or assessments in a timely manner.

10.3 Honorary Membership. Honorary Fellows do not pay dues.

Article 11. Constitution and Bylaws

11.1 Adoption and Amendment. The House of Delegates shall adopt a Constitution and Bylaws consistent with the purpose of the Academy. The Constitution and Bylaws may be amended at any annual meeting by a majority of voting delegates. Not later than two months before the annual meeting, any proposed amendments shall be filed with the Secretary. Thirty (30) days notice of any proposed Bylaws change shall be given to members of the House of Delegates. Unless otherwise prohibited, an amendment is effective upon adjournment of the meeting at which it is adopted.

11.2 Correction. Upon adoption of an amendment to the Bylaws, the Secretary may correct punctuation, grammar, or numbering where appropriate in the Bylaws, if the correction does not change the meaning.

Article 12. Rules of Order

12.1 All questions of procedures not covered by the Academy's Constitution and Bylaws shall be determined in accordance with "Robert's Rules of Order Newly Revised".

SUBJECT: STRATEGIC PLAN

Purpose. A strategic plan is the foundation for all organizational planning and budgeting activities. The primary purpose of a strategic plan is to focus the organization's attention upon the things that must be accomplished to achieve its mission. It begins with high-level goals or priorities and leads to the formulation of objectives that are operational in nature. The Academy's Strategic Plan is designed to be the working document for the Board and should do the following:

Include those goals that Presidents wish the Academy to achieve during their tenures.
Evolve to reflect the priorities of the Academy Board and the overall membership.
Be updated as goals and objectives are achieved or are changed.

Responsibility. The President-Elect is responsible for the Academy Strategic Plan process.

Components. The components of a strategic plan should be developed to enable the establishment of objectives that are consistent with the organization's intended purpose or mission:

- Vision Statement - The Academy's philosophy and destination.
- Mission Statement - A road map to reach the vision. It identifies the broad purpose of the organization and answers the question, "Why does the AACPM exist?"
- Goals - Formulated to attain the mission, these reflect desirable positions, conditions, or end results of the primary Academy activities.
- Objectives – Statements of achievable targets established to attain the Academy's goals. Objectives should be SMART (specific, measurable, achievable, responsible and time certain). Types of objectives to consider are:

Short term - activities that can be completed within the current fiscal year.

Mid-term – activities that require more than one but less than three years.

Long term - activities that require more than three but less than five years.

Operational Plan – The “how” an objective will be achieved - a series of progressive steps (strategies) initiated to achieve the objectives. This vital component of the overall Strategic Plan should contain specific activities that allow the organization to meet its objectives as well as who is responsible and when is it due.

Plan Review. To reflect the will of the Academy membership and the actions of the Board itself, the Board should review the Strategic Plan regularly. The Operational Plan should be reviewed at the beginning of each President's term. The overall Strategic Plan will be reviewed in total as appropriate every third year. (2006 will be the next complete review.)

Plan Development. The process begins with a Call for Issues by the President-Elect to the Academy's stakeholders for issues that they feel should be included in the Strategic Plan. Once received, these will be tabulated, focusing on those issues presenting the most immediate concern to the Academy and its members, with the various factors affecting each idea noted. These factors can range from availability of personnel and/or funding to any uncontrollable factors that lie outside Academy control. (NOTE: The timing of these events is dependent upon the date of the Conference. The idea behind this process is for the Board to seek input from Academy stakeholders, then have an opportunity to review and digest the information at one of its' meeting before formulating a revised Strategic Plan. The nature of this work may require a multi-year effort.)

During the Conference, a Strategic Planning session should be held to discuss changes in the plan. Following this meeting, and working from the discussion points, the Board will then be responsible for adjusting the Plan, if needed.

While the most important Call for Issues occurs during the triennial review process, less formal inquiries may occur at other times as necessary and appropriate.

The Annual Report for each year should include a section in which the objectives achieved during that year are highlighted.

Plan Distribution. When the AACPM Board has updated the Plan, it shall be distributed to each Society President and be posted on the website. As with all publications, distribution should be in the most expeditious, yet cost-effective, manner.

AMERICAN ACADEMY OF CERTIFIED PUBLIC MANAGERS®
STRATEGIC PLAN
2003 - 2006

Our Vision - World-class leaders and managers for the public sector.

Our Mission Statement - promoting professionalism, excellence, and quality principles in public management through:

- Endorsement of dynamic leadership, high ethical standards, and education, development, and training dedicated to serving the public interest;
- Advocacy of the Certified Public Manager® program as an ideal comprehensive management development process;
- Performance as a professional association to maintain the highest standards for management and management training through our accrediting body.

Our Goals

- To provide effective GOVERNANCE conducive to a national organization
- To improve and enhance COMMUNICATIONS between the Academy, the local Societies, the Membership, the Consortium, and others.
- To encourage MEMBERSHIP and to recognize outstanding individuals and accomplishments by members.
- To provide tangible MEMBER SERVICES.
- To develop a system of METRIC to assess progress and problem.

AMERICAN ACADEMY OF CERTIFIED PUBLIC MANAGERS®
STRATEGIC PLAN – Objectives & Strategies
2003 - 2006

A. To provide effective GOVERNANCE conducive to a national organization

OBJECTIVES/STRATEGIES	RESPONSIBLE PARTY	ACTION PLAN	DUE
1. Maintain written policies and procedures. <ul style="list-style-type: none"> a. Revise SOP as needed. b. Revise Bylaws as needed. c. Update Strategic Plan. 	<ul style="list-style-type: none"> a. Board/MAL-MA b. Board/HOD c. Board 	<ul style="list-style-type: none"> a. Revise after each HOD Mtg. b. Prepare prior to each HOD Mtg. c. Review Action Plan at each President's term with tri-annual complete review. 	<ul style="list-style-type: none"> a. Nov 2005 b. July 2005 c. July 2005
2. Seek administrative support for the day-to-day functioning of the organization. <ul style="list-style-type: none"> a. Ensure that potential officer candidates are aware of the "realities" of the positions. b. Maximize the use of volunteer resources. c. In the absence of employer-provided support, provide necessary alternatives. 	<ul style="list-style-type: none"> a. Elections Chair b. Board c. Board 	<ul style="list-style-type: none"> a. Provide candidates with information on duties/responsibilities. b. – c. As needed. 	<ul style="list-style-type: none"> a. NLT 90 days prior to Conf. b. – c. –
3. Maintain a viable and current governing structure. <ul style="list-style-type: none"> a. Assess utility of committees – reconstitute as needed. b. Endorse broad member participation on committees as a training ground for new Academy leadership. c. Promote wide participation in the Board election process. 	<ul style="list-style-type: none"> a. Board b. Board c. Elections Chair/Board 	<ul style="list-style-type: none"> a. Ongoing; Review after each HOD. b. Ongoing. c. Ongoing. 	<ul style="list-style-type: none"> a. Nov 2005 b. – c. –
4. Project Academy presence. <ul style="list-style-type: none"> a. Attend Society events whenever feasible. b. Encourage professional representation of the Academy and its members with outside professional organizations. 	<ul style="list-style-type: none"> a. Board b. Board 	<ul style="list-style-type: none"> a. Attend whenever possible. b. Ongoing. 	<ul style="list-style-type: none"> a. – b. –
5. Communicate directly with Society leadership. <ul style="list-style-type: none"> a. Academy President and other Board members communicate with Society Board members and affiliated organizations on an ongoing basis. b. Academy sponsors Presidents Luncheon. 	<ul style="list-style-type: none"> a. Board b. President 	<ul style="list-style-type: none"> a. Ongoing. b. Conduct at each Conference. 	<ul style="list-style-type: none"> a. – b. Sept 2005
6. Provide mentoring to Societies. <ul style="list-style-type: none"> a. Assist with new Societies in their formation and application to the Academy. b. Assist with Society annual transitions. c. Provide Societies with support services. 	<ul style="list-style-type: none"> a. Mentoring Committee b. Board c. Board 	<ul style="list-style-type: none"> a. As needed. b. As requested. c. As requested. 	<ul style="list-style-type: none"> a. – b. - c. -
7. Develop and implement a business plan. <ul style="list-style-type: none"> a. Recommend dues and assessments to maintain organizational vitality. b. Protect and grow Academy financial and intellectual assets. c. Investigate supplementary funding sources. d. Develop and implement a responsible budget. 	<ul style="list-style-type: none"> a. President-Elect/Treasurer b. Board c. Board/Membership d. Board → HOD 	<ul style="list-style-type: none"> a. Incorporate fees into proposed budgets. b. Ongoing. c. Ongoing. d. Annually 	<ul style="list-style-type: none"> a. Sep 2005 b. – c. – d. Sep 2005

B. To improve and enhance COMMUNICATIONS between the Academy, the local Societies, the Membership, the Consortium, and others.

OBJECTIVES/STRATEGIES	RESPONSIBLE PARTY	ACTION PLAN	DUE
<p>1. Distribute a general interest and topical newsletter to the membership that is reflective of a national organization.</p> <ul style="list-style-type: none"> a. Establish publication schedule timeline. b. Encourage participation in the submission of newsworthy items from Societies, committees, and other professional sources. 	<ul style="list-style-type: none"> a. MAL-CC/Board b. Board 	<ul style="list-style-type: none"> a. Provide two-year schedule in December of even-numbered years. b. Provide reminder prior to deadline. 	<ul style="list-style-type: none"> a. Dec 2006 b. NLT 60 days prior to each deadline
<p>2. Provide media tools for use by Societies to promote their individual organizations.</p> <ul style="list-style-type: none"> a. Update and expand Marketing CD. b. Establish templates for a variety of other functions. c. Encourage use by membership of available products; provide usage assistance as needed. 	<ul style="list-style-type: none"> a. Marketing Committee/Board b. Various c. Board 	<ul style="list-style-type: none"> a. Update annually as needed. b. Ongoing. c. Ongoing. 	<ul style="list-style-type: none"> a. Sept 2005 b. - c. -
<p>3. Document the history of the Academy.</p> <ul style="list-style-type: none"> a. Compile history to date. b. Update history. 	<ul style="list-style-type: none"> a. Tom Patterson b. Tom Patterson/Board 	<ul style="list-style-type: none"> a. Present at 2003 Conference b. As needed 	<ul style="list-style-type: none"> a. 4/8/03 b. --
<p>4. Maintain an interesting and valuable website.</p> <ul style="list-style-type: none"> a. Update current web page. b. Keep website content up-to-date. c. Add content of relevance to membership and organization. 	<ul style="list-style-type: none"> a. MAL-CC/Board b. - c. - 	<ul style="list-style-type: none"> a. Ongoing. b. Ongoing. c. Ongoing. 	<ul style="list-style-type: none"> a. -- b. - c. -
<p>5. Encourage contact between members.</p> <ul style="list-style-type: none"> a. Provide Membership Directory. b. Encourage and promote inter-Society communications. 	<ul style="list-style-type: none"> a. Board b. Board 	<ul style="list-style-type: none"> a. To be included in revised web page. b. Ongoing. 	<ul style="list-style-type: none"> a. Sept 2005 b. - -
<p>6. Maintain an open relationship with the Consortium and other professional organizations.</p> <ul style="list-style-type: none"> a. Formal meeting with Consortium annually. b. Exercise voting privileges at Consortium Annual Meeting. c. Conduct routine conversation with Chair of Consortium Exec Council. d. Seek out opportunities with other professional organizations. 	<ul style="list-style-type: none"> a. Board b. President/Board c. President d. Board 	<ul style="list-style-type: none"> a. Conduct during spring/fall meeting. b. Participate in each meeting. c. Ongoing. d. Ongoing. 	<ul style="list-style-type: none"> a. Sep 2005/ Jan 2006 b. Sept 2005 c. - d. -
<p>7. Expedite communications between and among host Conference Societies.</p> <ul style="list-style-type: none"> a. Academy acts as liaison to dissemination of information. 	<ul style="list-style-type: none"> a. President-Elect 	<ul style="list-style-type: none"> a. Ongoing. 	<ul style="list-style-type: none"> a. -

C. To encourage MEMBERSHIP and to recognize outstanding individuals and accomplishments by members.

OBJECTIVES/STRATEGIES	RESPONSIBLE PARTY	ACTION PLAN	DUE
1. Focus on member retention and recruitment. a. Evaluate member services on a continual basis b. Seek out new services of use for all members.	a. Board b. Ways & Means Committee	a. Ongoing review. b. Ongoing.	a. – b. –
2. Acknowledge participation in the organization. a. Provide new members with a certificate of membership. b. Provide new members with information on the organization, including the Code of Ethics. c. Encourage local Societies in soliciting additional members.	a. Treasurer/ MAL-MA b. Treasurer/ MAL-MA c. Societies/AACPM Board	a. As needed. b. As needed. Ongoing.	a. Dec 2005 b. Dec 2005 c. –
3. Salute outstanding service by members of the organization. a. Continue the Henning Award as the Academy's highest honor. b. Maintain the President's Award for individual service to the Academy.	a. Board/Henning Committee b. President	a. Award at each Conference. b. Award annually as warranted.	a. Sept 2005 b. Sept 2005
4. Salute outstanding projects by CPM graduates. a. Continue the Askew Awards for outstanding projects.	a. Management Practices Committee	a. Award at each Conference.	a. Sept 2005

D. To provide tangible MEMBER SERVICES.

OBJECTIVES/STRATEGIES	RESPONSIBLE PARTY	ACTION PLAN	DUE
1. Promote the professional image of the CPM certification. <ul style="list-style-type: none"> a. Internally b. Externally c. Protect the individual's use of the "Certified Public Manager[®]" designation d. Protect use of AACPM logo 	<ul style="list-style-type: none"> a. Board b. Board c. Board d. Tom Patterson 	<ul style="list-style-type: none"> a. – b. – c. Work with Consortium for use of "CPM" designation. d. 	<ul style="list-style-type: none"> a. – b. – c. Jan 2005 d. Ongoing
2. Provide support to Society educational symposia, conferences, and other local functions. <ul style="list-style-type: none"> a. Academy Board members attend Society events whenever feasible. 	<ul style="list-style-type: none"> a. Board 	<ul style="list-style-type: none"> a. Attend when financially viable. 	<ul style="list-style-type: none"> a. – b. –
3. Coordinate with local Societies to develop an effective annual Conference. <ul style="list-style-type: none"> a. Maintain the Conference Registration System. b. Maintain the Presenters Database. c. Provide support for and interact with Host Society Conference Committees. 	<ul style="list-style-type: none"> a. Board b. Board c. Board 	<ul style="list-style-type: none"> a. Setup for each Conference. b. Update at end of each Conference. c. Ongoing 	<ul style="list-style-type: none"> a. Mar 2005 b. Sept 2005 c. –
4. Endorse and promote continuing education of members. <ul style="list-style-type: none"> a. Continue Wilkinson Scholarship(s). b. Provide CEUs at Conferences. c. Explore options to broaden opportunities. 	<ul style="list-style-type: none"> a. Board b. Host Conference Committee c. - 	<ul style="list-style-type: none"> a. Award at each Conference. b. Provide for each Conference. c. – 	<ul style="list-style-type: none"> a. Sept 2005 b. Sept 2005 c. –
5. Provide financial support for specific Society activities. <ul style="list-style-type: none"> a. Continue Grants to Societies program when financially feasible. 	<ul style="list-style-type: none"> a. Board 	<ul style="list-style-type: none"> a. Analyze requests as made. 	<ul style="list-style-type: none"> a. – b.
6. Investigate availability to tangible benefits to Academy membership. <ul style="list-style-type: none"> a. Encourage use of Amazon.com as a service and income source. b. Seek out other affiliate resources. c. Continue talks with ASPA. d. Seek out other possible benefits. 	<ul style="list-style-type: none"> a. Board b. Board c. President d. Board 	<ul style="list-style-type: none"> a. Ongoing. b. Ongoing. c. Ongoing. d. – 	<ul style="list-style-type: none"> a. – b. – c. – d. –
7. Provide specialized program initiatives – Leadership Institute, Orientation Program, and Marketing Initiatives.	Board	Provide at each Conference	Sept 2005

E. To develop a system of METRICS to assess progress and problems.

OBJECTIVES/STRATEGIES	RESPONSIBLE PARTY	ACTION PLAN	DUE
<p>1. Create annual written documents summarizing the Academy and each Society.</p> <ul style="list-style-type: none"> a. Circulate Annual Report to membership. b. Post to website <p>2. Conduct continuing surveys and other communications regarding professional benefits of the CPM certification.</p> <ul style="list-style-type: none"> a. Compile accurate listing of professional benefits available as a result of certification. b. Seek out quantitative and qualitative factors. <p>3. Post and Maintain SOP on website</p>	<ul style="list-style-type: none"> a. Immediate Past-President b. Immediate Past-President <ul style="list-style-type: none"> a. NH CPM Project Team b. Board <p>MAL-MA/Board</p>	<ul style="list-style-type: none"> a. Prepare for HOD meeting b. – <ul style="list-style-type: none"> a. Survey currently in process; submit to Board. b. - 	<ul style="list-style-type: none"> a. Sept 2005 b. Mar 2005 <ul style="list-style-type: none"> a. Jun 2004 b. – <p>Nov 2005</p>

SUBJECT: FINANCIAL POLICIES AND PROCEDURES

Fiscal Year. The Academy fiscal year is established as a calendar year.

Corporate Registration. The Academy was incorporated May 8, 1984 in the state of Georgia. Its corporation charter is #8406673. Between January 1 and April 1 of each year, it pays an annual fee of \$15 for its corporate registration. Under Georgia law, the registered agent for the organization is required to be a Georgia resident. Currently, this is Hugh Farley, 979 Abingdon Ct, Stone Mountain GA 30083. The annual registration form is mailed to the Treasurer for payment.

Federal Identification Number. The Federal Identification is #58-1779206.

Tax Status. The Academy is tax-exempt under Section 501(c) (6) of the Internal Revenue Service Code. Tax-exempt status was granted on April 20, 1994. **A tax return is required to be filed annually to maintain exempt status.**

Bank Accounts. All monies shall be deposited into federally insured accounts with financial institutions recommended by the Treasurer and approved by the Board of Directors. The Board shall decide upon an investment strategy for AACPM funds and will empower the Treasurer to implement that strategy. Each year, upon a change in the Academy Board, it is the Treasurer's responsibility to secure new signature authorization cards and resolution forms from the bank. The resolution forms are to be signed by at least the President, Treasurer, and Secretary. As the bank retains the original resolution form, copies should be kept in the custody of the Treasurer and Secretary. The signature cards are to be signed by the President, Treasurer, and one other officer designated by the President. Two officers must sign all checks.

Deposit of Funds. To provide better financial control over funds received, all deposits will be made into the checking account. Funds in excess of current needs will then be transferred into savings, investments, etc. to maximize interest income.

Financial Records. The financial records of the Academy are the responsibility of the Treasurer. The records are maintained on a cash basis in that revenue and expenses are recognized in the year in which they occur. In 2001, the Academy adopted a new format for budgeting and for recording revenue and expenses in compliance with the generally accepted accounting principles for non-profit organizations – currently the Financial Accounting Standards Board Policy 117 (FASB 117), adopted in December, 1995. The format adopted includes five basic program/function areas: Membership, Administration, Education, Marketing, and Investments. These functions are described in more detail in the Chart of Accounts section of this Procedure.

Financial Reports. Financial statements are issued quarterly to the members of the Board, at any other meeting of the Board or the House of Delegates, or at the request of the Board. For each quarter of the fiscal year, the Treasurer will prepare cumulative statements for the year-to-date as follows: Statement of Financial Position, Statement of Activities (income and expenses through the current quarter), and a Statement of Cash Flows. The Treasurer shall distribute the quarterly statements no more than 30 days after the end of each fiscal quarter.

Budget Report. The President-Elect and the Finance Committee shall develop a proposed annual budget for the year in which the President-Elect serves as President and shall prepare a written report for approval at the annual House of Delegates meeting.

Membership Dues Report. This report shall be maintained as supporting documentation to the financial statements. It shall include the membership dues collected from each Society for the fiscal year.

Assessment Report. This report shall be maintained as supporting documentation to the financial statements and shall include a listing of those assessments received from the various Societies.

Financial Reviews. The books shall be audited annually, no later than February 28 of the following year, by a Certified Public Accountant approved by the Board. The audit expense is to be paid by the Academy. The audit report shall be presented first to the Finance Committee. It shall be this committee's responsibility to recommend any changes documented in the audit to the Academy Board. The audit report shall be presented to the House of Delegates as part of the Finance Committee report at the next meeting following completion of the audit for adoption and dissemination to each society.

Chart of Accounts. An initial Chart of Accounts is added to the end of this procedure as an illustration only. It will be the responsibility of the Treasurer to add/delete accounts as needed. Program Income and Expenses are divided as follows:

- **Membership:** This function contains the revenue from individual membership dues and expenses from such direct membership benefits as the newsletters, the Annual Report, and the Directory.
- **Administration:** This function contains revenue from the state assessments and the use of any reserves; expenses cover a wide variety of items (awards, insurance, Board travel, telephone, supplies, general postage, etc.)
- **Education:** This function contains revenue from the annual Academy conference and direct expenses for same (e.g., scholarships, President's Breakfast).
- **Marketing:** This function contains revenue from the sale of Academy merchandise and

expenses for a wide variety of efforts (merchandise cost of goods, state society grants, brochure printing, web page services).

- Investments: This function contains the revenue from investments as well as any relevant expenses.

Fiduciary Responsibility. All Board members, and those others who are empowered in their various roles, positions, and committees to encumber and commit Academy funds to fulfill their various responsibilities, have a fiduciary responsibility to act in the best interest of the Academy when making decisions that affect Academy funds. This includes issues such as working within an approved budget, communicating with the Board, and “best value” purchasing.

Budget Overruns/Adjustments. The budget as approved by the House of Delegates during its Annual Meeting is a working document outlining a plan for the receipt and expenditures of funds sometimes many months before the actual budget term begins. The Board is responsible for remaining within the “spirit” of the approved budget but also has the authority to approve line item overruns and make other adjustments as needed during the course of the budget cycle. All changes to the budget will be fully documented in the minutes of Board meetings.

Insurance. The Academy currently purchases insurance in three categories: (1) Treasurer’s Bond (\$100,000); (2) Officers & Directors Liability (\$1,000,000); and (3) Comprehensive General Liability (\$1,000,000). These policies are to be reviewed at least once annually to maintain necessary and adequate coverage.

AACPM CHART OF ACCOUNTS
(for illustration only)

ASSETS

Cash & Cash Equivalents

10001- Checking Account
10004- Savings Account
10005- Postage Stamps

Investments

10050- Certificate of Deposit unrestricted
10060- Certificate of Deposit restricted

Accounts Receivable

10100- Accounts Receivable, Members
10101- Accounts Receivable, Society Fees
10105- Accounts Receivable, Conference Proceeds (Net)
10110- Accounts Receivable, Other

Prepaid Expenses

10200- Prepaid Insurance
10201- Prepaid Conference Expenses
10202- Prepaid Printing Deposits
10205- Other Prepaid Expenses

Inventory

10301- Merchandise for Resale
10302- Other Inventory

Advances to be Repaid

10400- Annual Conference Advance

Equipment and Leases

10500- Equipment
10501- Leases, Equipment
10550- Leases, Other

Accumulated Depreciation and Amortization

10570- Accumulated Depreciation, Equipment
10580- Accumulated Amortization, Leases

LIABILITIES

Accounts Payable

20001- Accounts Payable

Deferred Revenue

20200- Membership Dues
20201- Advance Sales of Merchandise

NET ASSETS

Unrestricted Net Assets

30000- General Unrestricted Net Assets
30001- Board-Restricted Net Assets

Restricted Assets

30100- Temporarily Restricted Assets
30200- Permanently Restricted Assets (Georgia Society Endowment)

REVENUES

Membership

40001- Membership Dues
40010- Society Assessment Fees

Merchandise Sales

40111- Pins
40112- Shirts

Cost of Merchandise Sold

40160- Contra-revenue account indicating
actual cost of merchandise sold

Investment Earnings

40200- Interest on Savings
40201- Yield on Certificates of Deposit

Conference Proceeds (Net)

40300- Conference Proceeds

Other Income

40400- Other Income

EXPENSES

Office Supplies

50000- Administration
50001- Membership
50002- Marketing
50003- Education

Data Processing

50020- Administration
50021- Marketing (Web Page)

Photocopying

50030- Administration
50031- Membership
50032- Marketing
50033- Education

Telephone

50040- Administration
50041- Membership
50042- Marketing
50043- Education

Postage

50050- Administration
50051- Membership
50052- Marketing

Printing

50060- Administration
50061- Membership
50062- Marketing
50063- Education

Travel

50070- General Administration
50071- Board Meetings
50072- Award Recipients
50073- Education

Insurance

50100- General Liability
50101- Officers and Directors
50102- Treasurer's Bond

Professional Fees/Service Fees

50200- Investment Broker
50201- Bank Service Fee
50202- Management
50203- Productions
50204- Corporate Registration

Scholarship

50300- Scholarship

Depreciation

50400- Depreciation

Awards/Grants

50500- Henning
50501- Askew
50502- President's
50503- Board
50505- Grants to Societies

SUBJECT: PURCHASE AND CONTROL OF ACADEMY PROPERTY

Purpose. From time to time, it may become necessary and beneficial for the Academy to purchase tangible, personal property of significant value for the purpose of conducting its business. Once acquired, the property will be placed in the possession of a Board-approved person(s) who will use the property in an appropriate manner for the benefit of the Academy and its members. The relationship thus created between the Academy and these person(s) will be a gratuitous bailment, the specific terms of which will be specified by contract.

Ownership. Any property acquired under this Procedure will be deemed to be personal property regardless of the manner in which it may be attached, installed, or otherwise joined to any other property. The bailor (AACPM) shall be deemed to have retained the title to the property at all times and the bailee (person[s] having/using the property) shall be deemed to have lawful possession upon (a) receipt of property and (b) completion of a signed contract.

Contract. Two original copies of the agreement shall be executed – one to be kept by the AACPM Secretary, representing the bailor, and the other by the bailee. The contract will specify at least the following:

- Description of Equipment
- Bailee name and physical location of Equipment
- Purpose of Bailment
- Term of agreement and right of renewal, if applicable
- Statement of care and use of Equipment
- Statement of maintenance and repair of Equipment
- Statement of Inspection
- Equipment return provision

Capitalization Policy. All “long-lived assets” with a “cost” greater than \$250 will be recorded as an asset and will be depreciated as prescribed below. Long-lived assets are property, equipment or other assets held for an investment or used for the Academy’s activities which provide an economic benefit and have an estimated useful life of one (1) year or longer. Cost is defined as the stated cost at acquisition, including all configuration, location, installation, setup, freight, and sales tax expenses. (Routine maintenance and repair are operating expenses.)

Depreciation. Useful life shall be determined by one of the following:

- Anticipated technology changes
- Normal deterioration – “wear and tear”

- Anticipated usage
- Manufacturer statements
- Vote of the Board

The Academy will use the straight-line method of depreciation. Annual allocation will be computed by subtracting the salvage or residual value from the original cost divided by the number of months determined to be the asset's useful life.

Reporting. Depreciation expense shall be reported in the financial statements. Footnotes to the financial statements should include disclosure regarding the Academy's capitalization policy, including the basis for valuation, balances of depreciable assets for each period presented, depreciation expense, and method to compute depreciation.

Inventory of Assets. An inventory of all depreciable assets shall be conducted by the Treasurer annually prior to the mid-year meeting of the Board of Directors and shall be reported to the Board as part of the Treasurer's Report. Information on the location and condition of each asset shall be a part of the report. The Board shall determine the disposition of any asset(s) deemed impaired, obsolete, damaged, or otherwise unusable. Disposed assets should be fully depreciated and sold for salvage, if possible.

Bailment Contract

The following bailment contract is created between the American Academy of Certified Public Managers® [AACPM] (the "Bailor"), current address of record is at _____, and _____ (the "Bailee"), current address of record at _____.

Property. The property covered under this agreement will be _____ purchased xx/xx/xx with Academy check # XXX. Software License Agreement/Equipment Model And Serial Numbers are as follows: Model _____; Serial #: _____. Bailee will advise Bailor of the physical location of the property and also advise Bailor within three (3) days of any changes in location of the property.

Purpose. (Example) It has been determined that the ability to mass-produce CDs containing various documents pertaining to AACPM activities and structure for distribution among the membership is beneficial to the organization. Bailee has volunteered to compile/create/update master discs, which will be copied using this equipment. The sitting Board of Directors has approved both the purchase and proposed use of this equipment and has accepted the Bailee as the custodian thereof who will make these copies.

Term. The term of this agreement will begin on _____ and end on _____. Term will be renewed on an annual basis thereafter upon agreement by both parties. It is the responsibility of the AACPM Board to initiate the renewal request.

Care and Use. The Bailee agrees to use reasonable care in the operation of the aforementioned property only in the manner for which it was designed, adhering to the operating conditions and procedures recommended by the manufacturer.

Maintenance. If necessary and appropriate, the Bailee agrees to perform any periodic maintenance required of this equipment, provided it is within the expertise of the Bailee to do so, to maintain the equipment in good operating condition. The Bailee is responsible for notifying the AACPM Board if his ability to follow recommended maintenance procedures is restricted.

If necessary and appropriate, the Bailee agrees to promptly notify the AACPM Board of any repairs needed on this equipment. Bailee will be expected to provide estimated repair costs, if possible. The Board will make the decision on repair – or other disposition - prior to the Bailee taking any action.

Inspection. The Bailor, or Bailor's Agent, reserves the right to inspect _____ at any time with reasonable notice given to the Bailee.

Return. Upon completion of the term of this agreement, the _____ will be returned to the Bailor in a manner and/or at a time and place agreed upon by both parties but no later than thirty (30) days after the end of this contract. Bailor will be responsible for expenses associated with this return. It is expected that the Bailee will return _____ to the Bailor in good repair and operating condition, excluding reasonable wear and tear, unless Bailor had been notified otherwise.

Loss/Damage. The Bailee is expected to protect _____ from foreseeable hazards and damage. In the event that _____ is lost or damaged beyond repair due to circumstances outside of the Bailee's control, Bailor assumes responsibility for incurring that loss. Should there be evidence that the Bailee acted in a careless and callous manner with regard to protecting _____, Bailee agrees to replace with an exact or similar piece. Any insurance purchased to cover the loss/damage to this equipment will be the responsibility of the Bailor.

Notice. Bailee is expected to use the most expeditious manner in contacting Bailor when circumstances warrant.

Termination. This agreement can be terminated by either party with thirty-day (30) notice, by certified mail.

SUBJECT: TRAVEL & EXPENSE REIMBURSEMENT

Travel. These guidelines apply to all Board members, the Henning Award recipient, and any other person traveling on official Academy business. In all cases, the traveler is responsible for obtaining an economical and efficient means of travel.

- A. All persons are to first seek travel assistance from their respective employers.
- B. Board members requiring reimbursement for routine travel (i.e., travel to and from Academy meetings) shall seek prior oral approval from the Academy President. Written approval from the President is required for non-routine Board travel.
- C. For all Academy-sponsored travel by any other person, a written request should be submitted to the AACPM President for authorization to incur travel expenses.
- D. In determining the most efficient and economical means of travel, travel time and transportation costs should be considered. Generally, the following modes of transportation are considered the most cost-efficient:
 - 1. Commercial air transportation at coach, business, super saver rates. Travelers electing to fly first class will only be reimbursed for coach or super saver rates, unless otherwise agreed to by the President.
 - 2. Taxi or airport limousine service to/from hotel and other minimal vicinity travel
 - 3. Rental cars for extensive vicinity travel or when limousine or taxi service is not practical
 - 4. Private automobiles when both efficient and cost effective. The traveler will be reimbursed for approved mileage at a rate using the current General Services Administration (GSA) guidelines. These can be found at this web site: <http://www.gsa.gov> look for MIE meals and incidental expenses.
- E. The traveler is responsible for all travel arrangements. It is preferred that they make the initial ticket purchases from personal resources. Requests for Academy payment for travel should be submitted to the AACPM President.
- F. The Board reserves the right to approve other expenses that are in the best interest of the Academy.

Meals. The maximum meal allowance available to the traveler is reimbursed using the current GSA guidelines at the website listed under Travel (D).

Lodging. Actual expenses for lodging are generally handled on a reimbursement basis, however, when deemed in the best interest of the traveler, the Academy may pay for lodging directly. Amount paid per night shall not exceed the conference rate or the standard

rack rate for a single room. Actual expenses for lodging shall be substantiated by paid receipts.

Incidental travel expenses. Incidental expenses for the purpose of conducting official business while on travel status will be reimbursed when supported by paid receipts. The AACPM President will first approve expenses claimed without receipts.

Conference or convention registration fees. Any person eligible for payment of conference or convention expenses shall have prior approval of the Board. When financially feasible, it is the policy of the Academy to send its officers or other authorized person(s) to those conferences that are of educational benefit and consistent with the Academy's statement of purpose or which relate directly to Academy duties and responsibilities. Original paid receipts should be forwarded to the Treasurer for payment.

Other reimbursable expenses. Reimbursement of expenses such as postage, printing, supplies, etc., requires justification of the expense and prior approval from the President or Treasurer.

Reimbursement of Expenses. Requests for reimbursements should be forwarded to the Treasurer with original paid receipts.

SUBJECT: RESPONSIBILITIES, AUTHORITIES OF THE BOARD OF DIRECTORS

The officers (i.e., Board of Directors or Board) of the Academy shall be the President, President-Elect, Immediate Past-President, Secretary, Treasurer, a Member-at-Large for Member Affairs and a Member-at-Large for Conferences & Communication. All officers shall be Fellows in the Academy. (Listing follows.)

Powers and Functions. The Board shall be responsible for making the Academy and its activities useful to its members in their professional work. Between called meetings of the House of Delegates, the Board of Directors shall perform the functions that the House itself might perform. Specific duties for each office are enumerated in Sections 9.10 through 9.60 of this manual.

In addition, various Board members have duties related to each committee working within the Academy. Some duties involve chairing a particular committee while others involve acting more in an advisory capacity, providing a direct point of contact between that Committee Chair and the Board.

Meetings of the Board. The Board of Directors shall meet before the House of Delegates convenes at the annual meeting and at least one other time during the Academy year. Special meetings of the Board may be called by the President, or at the request of at least three members of the Board. "Conference call" meetings are acceptable when deemed appropriate. Four members of the Board constitute a quorum. It is recommended that the Board hold its face-to-face meetings at sites chosen to minimize the overall travel expenses for the individuals involved and for the Academy.

Terms of office. The AACPM President and President-Elect shall serve for one year, beginning January 1 and ending December 31 of the same year. The AACPM Secretary, Treasurer and both Members-at-Large shall serve for two consecutive years. A President-Elect is elected each year. The Secretary and one Member-at-Large are elected in odd numbered years; the Treasurer and one Member-at-Large are elected in even numbered years.

Election to office. The President for a particular year shall be the individual who presided as President-Elect in the previous year. The Immediate Past President is the person who presided as President the preceding year. No process is required to fill these offices. The President-Elect, Secretary, Treasurer, and the Members-at-Large shall be elected by vote of the House of Delegates from the slate of nominees presented by the Board of Elections. Candidate selection shall be made from a ballot consisting of a minimum of two (2) nominees per office (when possible).

Oath of Office. During the House of Delegates meeting, newly elected officers are sworn in by the Academy President. A suggestion for the Oath of Office follows:

“We are installing today our newly elected President-Elect, (Secretary OR Treasurer), and Member-at-Large for (Conferences & Communications OR Member Affairs) for terms beginning January 1, 20XX. As newly elected members of the Board of Directors of the American Academy of Certified Public Managers[®], will you:

- Agree to faithfully execute the duties of the office to which you were elected;*
- Abide by the provisions of the organization’s Constitution & Bylaws; and*
- Uphold the professional principles of public managers as espoused in our organization’s Code of Ethics.*

Please signify by saying, “I will”. Having publicly committed to these duties and obligations, it is my pleasure to confirm your installation to the Board of Directors of the Academy.”

Vacancy of office. In the event of the absence, death or resignation of:

- **President:** The President-Elect shall become President and assume responsibility for the functions of the President, completing the unexpired term and assuming the office of President on January 1 of the year for which they were originally elected.
- **President-Elect:** Within ten (10) days, the President shall notify the Society Presidents and the members of the House of Delegates of the vacancy in the most widespread manner practical. The Board of Elections will conduct an election as prescribed in SOP Section 11.10 with the House of Delegates being convened for the voting process.
- **Any other Officer:** The Board of Directors shall appoint an eligible member to fill the office for the unexpired term.

Eligibility. Service in an office for an unexpired term does not make that officer ineligible for nomination or election to any office.

Removal of an officer. An officer may be discharged for misconduct or neglect of duty in office. The procedure for determining removal of an officer is as follows:

- (a) A charge of improper conduct or neglect of duty is made;
- (b) A confidential investigation is made by the Bylaws and Ethics Committee of all allegations against the officer;
- (c) If the Committee finds substance to the allegations, a resolution is prepared preferring specific charges. In the event the Committee finds no validity to the allegations, a resolution is likewise prepared exonerating the member;
- (d) The Committee provides written notification to the accused of all charges and provides for the presentment of the resolution of charges and rebuttal by the accused before a closed meeting of the Academy’s Board of Directors;
- (e) The Board of Directors shall decide, by majority vote, upon both the question of guilt and the penalty to be imposed;

The decision of the Board of Directors shall be final.

**AMERICAN ACADEMY OF CERTIFIED PUBLIC MANAGERS®
BOARD OF DIRECTORS**

	President	President-Elect	Secretary	Treasurer	Past President
		John McMurdie (AZ)		Barbara H. Barnell	
1989-90	Bobby Ann Clark (LA)	Paulette M. Laubsch (NJ)	George C. Banks (FL)*	Barbara H. Barnell(GA)	Brian McKeever (NJ)**
1990-91	Paulette M. Laubsch (NJ)	Margaret J. Bailey (NC)	George C. Banks (FL)	Myrtle H. Pettit (LA)	Bobby Ann Clark (LA)
1991-92	Margaret J. Bailey (NC)	George C. Askew (GA)	George C. Banks (FL)	Myrtle H. Pettit (LA)	Paulette M. Laubsch (NJ)
1992-93	George C. Askew (GA)	George C. Banks (FL)	Sandra M. Norman (LA)	Edward R. Burt, III (NC)	Margaret J. Bailey (NC)
1993-94	George C. Banks (FL)	Nancy E. DeWitt (LA)	Sandra M. Norman (LA)	Edward R. Burt, III (NC)	George C. Askew (GA)
1994-95	Nancy E. DeWitt (LA)	Barbara H. Vagenas (GA)	Patricia J. Hagler (NC)	Linda M. Dawkins (LA)	George C. Banks (FL)
1995-96	Barbara H. Vagenas (GA)	Craig D. Odekirk (UT)	Patricia J. Hagler (NC)	Linda M. Dawkins (LA)	Nancy E. DeWitt (LA)
1997	Craig D. Odekirk (UT)	Lewis J.B. Logan (OK)	Brian C. Gough (UT)	Diane M. Sneed (FL)	Barbara H. Vagenas (GA)
1998	Lewis J.B. Logan (OK)	Mary P. Robinson (MS)	Bonnie J. Weaver (AL)	Larry P. Totten (KY)	Craig D. Odekirk (UT)
1999	Mary P. Robinson (MS)	Dennis J. Magee (FL)	Bonnie J. Weaver (AL)	Larry P. Totten (KY)	Craig D. Odekirk (UT)***
2000	Dennis J. Magee (FL)	Thomas H. Patterson (LA)	Barbara C. Pepper (MS)	Larry P. Totten (KY)	Mary P. Robinson (MS)
2001	Thomas H. Patterson (LA)	Kay N. Rogers (SC)	Barbara C. Pepper (MS)	Edward R. Burt, III (NC)	Dennis J. Magee (FL)
2002	Kay N. Rogers (SC)	Larry P. Totten (KY)	Julie R. Felice (UT)	Edward R. Burt, III (NC)	Thomas H. Patterson (LA)
2003	Larry P. Totten (KY)	Ronald L. Buchholz (WI)	Julie R. Felice (UT)	Edward R. Burt, III (NC)	Kay N. Rogers (SC)
2004	Ronald K. Buchholz (WI)	Debbie J. Smith (OK)	Julie R. Felice (UT)	Edward R. Burt, III (NC)	Larry P. Totten (KY)
2005	Debbie J. Smith (OK)	William G. Herman (NH)	Julie R. Felice (UT)	Larry Gordon (AZ)	Ronald K. Buchholz (WI)
2006	William G. Herman (NH)	Julie R. Felice (UT)#	Judy A. Dennis (OK)	Larry Gordon (AZ)	Debbie J. Smith (OK)
2007	Ronald K. Buchholz (WI)#	Gregory D. Hyland (AZ)	Judy A. Dennis (OK)	Larry Gordon (AZ)	William G. Herman (NH)
2008	Gregory D. Hyland (AZ)	Stephen J. Mastro (NJ)	Debra Bourbeau (NH)	Larry Gordon (AZ)	Ronald K. Buchholz (WI)
2009	Stephen J. Mastro (NC)	Joyce Doakes-Smith (OK)	Debra Bourbeau (NH)	Reva Tisdale (ID)	Gregory D. Hyland (AZ)
2010	Joyce Doakes-Smith (OK)			Reva Tisdale (ID)	Stephen J. Mastro (NC)
2011					Joyce Doakes-Smith (OK)

	Mmbr-at-Lrg/Conf & Cm
2000	Jeffrey A. Kramer (AZ)
2001	Jeffrey A. Kramer (AZ)
2002	Jeffrey A. Kramer (AZ)
2003	William G. Herman (NH)
2004	William G. Herman (NH)
2005	Gregory D. Hyland (AZ)
2006	Gregory D. Hyland (AZ)
2007	Rebecca J. Bryant (AR)
2008	Rebecca J. Bryant (AR)
2009	Barbara C. Pepper (MS)
2010	Barbara C. Pepper (MS)

	Mmbr-at-Lrg/Mmbr Afr
	Larry P. Totten (KY)
	H. Haywood Poole (NC)
	H. Haywood Poole (NC)
	Robinil H. Jameson (KY)
	Robinil H. Jameson (KY)
	Robinil H. Jameson (KY)
	Robinil H. Jameson (KY)
	Debbie J. Smith (OK)
	Debbie J. Smith (OK)

Notes:

In 1996, the Academy switched its elected terms to calendar year; Secretary and Treasurer were made two-year terms.
 In 2000, two Members-at-Large positions were created with two-year terms. Initial appointments were made through 2001.
 * Phil Wells (FL) was elected but resigned, Banks replaced.
 ** Did not serve as President
 ***Lewis J.B. Logan resigned during term; Odekirk replaced
 # Julie R. Felice (UT) did not serve as President

AMERICAN ACADEMY OF CERTIFIED PUBLIC MANAGERS®

BOARD – COMMITTEE COORDINATION – 2009

Board Member

Committee

Stephen J. Mastro, President
SMastro@csum.edu
707 654-1074

Communications

Joyce Doakes-Smith, President-Elect
joyce.smith@opm.ok.gov
405-521-3617

Finance (C)
Conference (C)
Ways & Means (C)
Scholarship

Gregory D. Hyland, Past President
Greg.Hyland@YumaAz.gov
928-373-5023

Elections (C)
Bylaws & Ethics (C)
Communications
Conference
Mentoring

Debra A. Bourbeau, Secretary
dbourbeau@dhhs.state.nh.us
603-271-4207

Reva Tisdale, Treasurer
rtisdale@tax.idaho.gov
208-334-7585

Ways & Means (C)
Finance

Barbara C. Pepper, MAL/CC
bpepper@mississippi.org
601-359-2909

Communications(C)
Conference
Marketing/Resource Catalog (C)

Debbie J. Smith, MAL/MA
debbie.smith@ou.edu
405-325-8495

Membership Benefits (C)

SUBJECT: DUTIES & RESPONSIBILITIES OF THE PRESIDENT

The President shall be the chief executive officer of the Academy and shall be responsible for the management of its operation. The President shall supervise the administration of the Academy, including the implementation of policies adopted by the Board of Directors, the Board of Elections, and the House of Delegates.

The President shall preside at the meetings of the Academy, the Board of Directors, and the House of Delegates. The President is further responsible for appointing committees, and monitoring and directing Academy activities to ensure objectives are being met.

More specifically, these duties include, but are not limited to:

- a) Act as primary liaison between the Academy and the Consortium;
- b) Appoint standing and special committee chairs as needed. All appointments are subject to the approval of a majority of the officers;
- c) Be a member ex-officio, without vote, on all committees;
- d) Cause to be sent to each member of the Board of Directors and House of Delegates, when applicable, the written call for all Academy meetings at least 3 months prior to the meeting. A written agenda for the meeting shall be included with the call to the meeting;
- e) Authorize Treasurer to disburse funds under Board guidelines in accordance with the approved budget. The President shall be an authorized signatory for Academy checks;
- f) Subject to the direction of the incoming President, be responsible for the completion of unfinished business through January 31 following their term of office;
- g) Communicate with each Society to determine how the Academy may assist;
- h) Determine the location of the Board meetings, with the approval of a majority of the Board;
- i) Keep the President-Elect informed on all Academy activities.
- j) Coordinate Email activities of issues and motions including bringing an issue forward, accepting motions/seconds, summarizing discussion, conducting the vote, and delegating any subsequent tasks;

- k) Support the Past-President and the Member-at-Large for Member Affairs in their mentoring activities with potential new Societies; and
- l) Deliver to the incoming President, all files, papers and other property belonging to the Academy immediately upon retiring from office.

Term Limit. The President is not eligible for consecutive terms.

SUBJECT: DUTIES & RESPONSIBILITIES OF THE PAST- PRESIDENT

The Immediate Past-President shall chair the Board of Elections and the Bylaws and Ethics Committees and perform other duties as directed by the President.

More specifically, these duties include, but are not limited to:

- a) Conduct the election of officers as prescribed elsewhere in these Procedures as Chair of Election Committee;
- b) Act as primary contact for new Societies in developing their affiliation with the Academy by acting as Chair of the Mentoring Committee;
- c) Collect and prepare necessary documentation for proposed bylaws changes as Chair of the Bylaws and Ethics Committee;
- d) Compile the Annual Report of the Academy for the year in which they were President; and
- e) Deliver to the incoming Past-President all files, papers and other property belonging to the Academy, immediately upon retiring from office.

SUBJECT: DUTIES & RESPONSIBILITIES OF THE PRESIDENT- ELECT

The President-Elect shall succeed to the office of President upon January 1 of the year for which they were elected or upon a vacancy in the office of President; chair the Finance and the Conference Committees; and perform other duties as directed by the President.

More specifically, these duties include, but are not limited to:

- a) Perform the duties of the President in the President's absence or inability to serve;
- b) Develop, with members of the Finance Committee, the Academy's annual proposed budget for their term of office and prepare a written report for presentation at the House of Delegates meeting;
- c) Ensure that the budget, which is prepared on a calendar-year basis, provides for the continuation of current programs as well as for the projects and programs they will pursue as the upcoming President;
- d) Ensure that the findings and recommendations from the audit presented through the Finance Committee are resolved through actions by the Board or the House of Delegates.
- e) Serve as liaison to the standing and special committees; serve as ex-officio without vote on all committees of which they are not a specific member.
- f) Serves as Chair of the Conference Committee, details of which are found in SOP 11.70;
- g) Assist President and Past-President as requested in mentoring new Societies and developing their affiliation with the Academy;
- h) Act as secondary contact between the Academy and the Consortium;
- i) Develop projects or programs that they will recommend and implement during their term as Academy President;
- j) Implement the Orientation Program, along with the Committee members, at the Annual Conference; and
- k) Deliver to the incoming President-Elect all files, papers and other property belonging to the Academy, immediately upon retiring from office.

Term Limit. The term of office of the President-Elect is one year, but election to the position of President-Elect begins a six-year commitment. Three years will be spent on the Board of Directors, first as President-Elect, then as President, and finally as Past President. For the following three years, as a Past President, they will serve as a member of the House of Delegates.

SUBJECT: DUTIES & RESPONSIBILITIES OF THE SECRETARY

The Secretary shall record the minutes of all meetings of the Board of Directors and the Academy; serve as custodian of the Constitution and Bylaws, records and files of the Academy; initiate contact with the Board, Society Presidents, and Society Delegates as required; and perform other duties as directed by the President.

More specifically, these duties include, but are not limited to:

- a) Maintain all files, both permanent and year-specific;
- b) Record minutes of all business meetings (conference calls, Board, House of Delegates [augmented via audiotape], e-meetings, etc.);
- c) Submit draft minutes to Board within 30 days; edit requested changes; provide final copy at next Board meeting for signature by President and Secretary;
- d) Summarize highlights of meetings for newsletters;
- e) Receives reports on prior year activities from Society Presidents for House of Delegates meeting;
- f) Requests and receives all committee reports for both the House of Delegates meeting and the Board meeting (reports for HOD are forwarded to the MAL for Conferences & Communications);
- g) Incorporate approved changes into official Constitution & Bylaws; distribute as directed;
- h) Conduct roll call of delegates at start of House of Delegates meeting; and
- i) Deliver to incoming Secretary all files, papers, and other property belonging to the Academy by January 31 following the end of their term.

Term Limit. The Secretary serves a two-year term and may seek re-election to office.

SUBJECT: DUTIES & RESPONSIBILITIES OF THE TREASURER

The Treasurer shall assume responsibility for the financial affairs of the Academy and act as Chief Financial Officer. As such make recommendations concerning the Academy's financial affairs to the President; and perform other duties as directed by the President.

More specifically, these duties include, but are not limited to:

- a) Exercise control over all monies belonging to the Academy;
- b) Keep complete and accurate account of all revenues and expenditures, which shall be subject at all times to examination by the Board of Directors;
- c) Distribute written Treasurer's reports at all meetings of the Academy, House of Delegates, and the Board of Directors;
- d) Maintain the membership database; provide names to MAL for Member Affairs for new member certificates and Directory printing;
- e) Serve on the Finance Committee and assist and provide input to the President-Elect and other members in developing the Academy's annual proposed budget and accompanying report for presentation at the House of Delegates meeting;
- f) Implement the budget as approved by the House of Delegates and keep the President apprised of potential budgetary overruns;
- g) Disburse funds only upon the receipt of original invoices, approved invoice copies, and properly executed vouchers (cut checks, affix signature, and forward to second signatory);
- h) Issue invoices for state assessments no later than December 15 of the previous year in accordance with SOP 15.00;
- i) Contacts individual Society Treasurers as needed to ensure that member dues are received for certified House of Delegates members prior to the initial roll call pursuant to Article 7.5 of the Constitution & Bylaws.
- j) Have the books reviewed annually, no later than February 28, by a Certified Public Accountant approved by the Board. The review report shall be presented to the Board through the Finance Committee for dissemination to the House of Delegates during the Annual Meeting.

- k) Deliver all files, papers and other property belonging to the Academy to the incoming Treasurer by January 31 following the end of their term.
- l) File annual registration with the Georgia Secretary of State at www.georgiacorporations.org no later than April 1, each calendar year.

Term limit. The Treasurer serves a two-year term and may seek re-election to office.

SUBJECT: DUTIES & RESPONSIBILITIES OF THE MEMBER-AT-LARGE FOR MEMBER AFFAIRS

The Member-at-Large for Member Affairs shall perform duties directly related to the Academy membership and shall act as an advocate for the membership. This position will be the point of Board contact with most of the membership and shall perform these and other duties as assigned by the President.

More specifically, these duties include, but are not limited to:

- a) Update the Standard Operating Procedures manual, as needed, and distribute changes as directed;
- b) Work with the Treasurer in producing the Membership Directory and cause it to be made available to the membership;
- c) Create the new membership certificates and mail them along with any new member materials created by the Academy;
- d) Assist the President in communicating with each Society to determine how best to assist them; and
- e) Work with the Past-President in mentoring new Societies.

Term Limits. The Member-at-Large for Member Affairs serves a two-year term and can seek re-election.

SUBJECT: DUTIES & RESPONSIBILITIES OF THE MEMBER-AT-LARGE FOR CONFERENCES & COMMUNICATIONS

The Member-at-Large for Conferences & Communications shall perform duties related to various Academy publications and to the functioning of the House of Delegates. This position also is a member of the Conference Committee and shall perform other duties as assigned by the President.

- a) More specifically, these duties include, but are not limited to:
- b) Chair the Communications Committee with direct responsibility for the newsletter, brochure, and other printed material not directly assigned to another Board member;
- c) Work with Academy President, who will issue the "Call for Delegate" certification requests to Society Presidents with the Member-at-Large for Conference & Communications receiving and compiling names of delegates;
- d) From delegate certification list received from each Society, verify with Treasurer that delegates (and alternates) dues are current and follow-up as needed; provide list to the Member-at-Large for Member Affairs;
- e) Receive HOD committee reports from Secretary and compile/distribute packets to certified delegates and alternates for House of Delegates meeting (tentative agenda, financial reports & proposed budget, minutes of previous meetings, committee reports, etc);
- f) Provide Society and delegate Identification placards for House of Delegates meeting; provide sign-in sheets;
- g) Provide Member-at-Large for Member Affairs a final listing of House of Delegate members for the updating of the HOD listing in the Academy's SOPs.

Term Limits. The Member-at-Large for Conferences & Communications serves a two-year term and can seek re-election.

SUBJECT: RESPONSIBILITIES, AUTHORITIES OF THE HOUSE OF DELEGATES

The House of Delegates shall be composed of up to three (3) delegates from each Society; the President, President-Elect, Immediate Past President, Secretary, Treasurer, and two Members-at-Large of the Board of the Academy; and the four preceding Academy Past Presidents. The House of Delegates governs the Academy with all powers necessary to perform this function. It may adopt rules consistent with the Constitution and Bylaws. It is the judge of the election and of the qualifications of its members.

Members. The House of Delegates shall be composed of up to three (3) delegates from each Society; the President, President-Elect, Immediate Past President, Secretary, Treasurer, and two Members-at-Large of the Board of the Academy; and the four preceding Academy Past Presidents. Delegates shall be Fellows in good standing in the Academy and shall be selected by Academy members of their Society. A Delegate elected as member of the Board of Directors ceases to be a Society Delegate at the beginning of their term as an officer. In such event, a Delegate will be appointed to complete the unexpired term in accordance with the individual Society bylaws. (Delegate listing follows.)

Term and Certification of Delegates. The term of service as a House of Delegates member shall begin at the beginning of the annual Conference in the year in which the member was certified and end at the start of the next annual Conference the following year.

The current Academy President shall send a "Call for Delegates" notification E-Mail to each Member Society President and shall attach a House of Delegates" (HOD) Delegate Certification Form to the notification E-Mail.

[NOTE: Copies of the generic template Notification E-Mail and template House of Delegates (HOD) Delegate Certification Form can be found at the end of this SOP Section.]

Upon request and no less than ninety (90) days from the beginning of the Annual Meeting for which they will be Delegates, each Society President shall certify and submit to the Academy Board Member-at-Large for Conferences and Communication the names and addresses and other contact information of their three (3) Delegates and one (1) Alternate. The Society President shall use the House of Delegates (HOD) Delegate Certification Form provided by the Academy President.

These names shall be certified again during the roll call at the start of each session of the House of Delegates. The Treasurer shall certify that the Society has paid its assessment in accordance with the requirements of Section 15.00 and that all members of a Society's delegation have paid their membership dues prior to being seated as a delegate.

After the House of Delegates meeting and if necessary, for example as might be the case with a change in officers or a retirement, Societies may amend the names of their delegates in accordance with its' Bylaws.

Meetings. The House of Delegates shall meet during the annual meeting of the Academy and at such other times and places as the Board of Directors may prescribe.

Duties. Members of the House of Delegates are expected to have reviewed materials sent them, especially that provided prior to the Annual Meeting, and to be prepared to discuss and vote on those issues brought before the House. At the Annual Meeting, Delegates need to report promptly for roll call and sign in and conduct themselves in accordance with parliamentary procedures, especially that pertaining to recognition by the Chair prior to speaking.

Voting. Each member of the House of Delegates is entitled to one vote in person on all questions brought before duly called meetings of the Academy or by mail for the election of a President-Elect should that office become vacant (SOP Section 9.00).

Quorum. A quorum shall consist of seated delegates from at least half the current member Societies of the Academy and four (4) of the current Board of Directors.

Template Text for Cover E-Mail
HOD Delegate Certification Form

To all Society Presidents:

As required by the operating procedures of the AACPM, I am issuing the annual Call for Delegates for the House of Delegates meeting to be convened on [Insert day] , [Insert month- [Insert date], [Insert year] at : [Insert time] at [Insert Name of Conference Hotel] in [Insert Conference city name].

The meeting will adjourn upon the completion of the agenda.

Each CPM Society is allowed to designate three (3) Delegates and one (1) Alternate. The three Delegates will be eligible to cast ballots in the annual election for AACPM officers, while the Delegates and Alternate are eligible to attend and participate in the annual House of Delegates meeting.

I have attached the Official Delegate Certification form, which needs to be completed, and returned to [Insert At Large Board Member Name] , Member-at-Large/Conference & Communications. Also attached is a Delegate Orientation Sheet with general information about the meeting, useful especially for new HOD Delegates.

Not less than thirty (30) days prior to the start of the annual meeting of the House of Delegates (on or about on [Insert month- [Insert date], [Insert year]), the Delegates will be receiving their information packets with various items important to the conduct of the House of Delegates meeting. We would like to communicate with your Delegates electronically, and there is a place on the form for them to put an E-Mail address. If any of your Delegates do not or cannot receive e-mail, please have them leave that space blank, and we will mail information to them.

Delegates must register for the House of Delegates meeting through the AACPM Professional Development Conference registration system (either online or through the US Mail) with the additional \$. [Insert fee amount] HOD Meeting fee paid, in addition to any Conference fees they may have. The HOD Meeting fee will cover expenses our conference hosts, the [Insert Host Society Name] Society of Certified Public Managers[®], have incurred for this meeting. Also, Delegates must have had their \$. [Insert fee amount] AACPM dues paid by the start of the HOD meeting and the Society needs to have paid its annual assessment of \$100. (If you have not already done so, now would be a good time to start sending our Treasurer, [Insert name of AACPM Treasurer], Society Assessment and individual Member fees and general Society Membership database information as well).

I to ask that you submit the Delegate names to [Insert At Large Board Member Name] no later than [Insert day] , [Insert month- [Insert date], [Insert year] – sooner would definitely be better. If there is some reason why you cannot do so, please let me know your alternate date.

Thank you very much, and I look forward to seeing you all in [Insert Conference city name]!

OFFICIAL DELEGATE CERTIFICATION
HOUSE OF DELEGATES MEETING
[Insert Conference Location Here]
[Insert HOD Meeting Date Here]

Delegate 1: _____
Address: _____
City/State: _____
Phone: _____ Fax: _____ Email: _____

Delegate 2: _____
Address: _____
City/State: _____
Phone: _____ Fax: _____ Email: _____

Delegate 3: _____
Address: _____
City/State: _____
Phone: _____ Fax: _____ Email: _____

Alternate: _____
Address: _____
City/State: _____
Phone: _____ Fax: _____ Email: _____

The persons named above have been selected to represent _____ *[insert state society here]* as Delegates or Alternates for the 20XX AACPM House of Delegates meeting. Each one has completed a program accredited by the National Certified Public Manager Program[®] Consortium, is a member in good standing of our Society, and has paid *[insert current calendar year here]* dues to the AACPM Treasurer. I further certify that our Society has remitted its *[insert current calendar year here]* annual assessment fee to the AACPM Treasurer and that each delegate has been instructed to remit the *[Insert HOD Delegate fee amount here]* delegate fee specified on the conference registration form.

Certified by: _____
Signature of Society President Date

NOTES

Dues and annual Society assessments must be current for *[Insert calendar year here]*. Please check status with your Society Treasurer and remit any outstanding amounts with this certification.

It is the intent of the Academy to provide Delegates with pre-Conference information and reports via email. It will then be the responsibility of each Delegate to print and bring with them documents sent to them electronically. Please advise if any Delegates do not wish to receive information in this manner.

Send this form to:

Insert following information for the current Board Member-At-Large for Conferences and Communications here]

[Name, CPM]
[Street Address]
City, State Zip Code]
[Phone Number] [FAX Number]

SUBJECT: HOUSE OF DELEGATES LISTINGS

	1989	1990	1991	1992
Alabama				Ron Goertz Robert Harrison Bonnie Weaver
Arizona		Annette Berger Maude Shingler	Not Available	Valerie Trill Maude Shingler John Smalling
Florida	George Banks Geraldine Harrison	Sharon Kraus	Not Available	Sam Cornwell Jay Edwards, Sr Sharon Kraus
Georgia	George Askew Audrye Hollingsworth Pratt Hubbard	George Askew Charles DuChane Audrye Hollingsworth	Not Available	Charles DuChane David Haigler Gene Vinson
Kentucky			Not Available	Sam Bain Charlotte Glaser Troy Bybee
Louisiana	Judy Cain Diana Dorroh Frances Mayeaux	Judy Cain Diana Dorroh Frances Mayeaux	Not Available	Nancy DeWitt Kay Hoffpauir John Rogers
New Jersey	Thomas Barber Richard Blake Leo Pagdon	Thomas Barber Richard Blake Leo Pagdon	Not Available	Richard Blake John Dougherty Robert Textor
North Carolina	Margaret Bailey William Clements Ed Phillips	Margaret Bailey Ed Phillips Haywood Poole	Not Available	Eddie Capel Ronald Hawley Patricia Hagler
Oklahoma		Pat Hernandez Joanne Terlizzi Thelma Irby	Not Available	Thelma Irby Joanne Terlizzi Terry Watson
Utah			Not Available	Larry Casutt Craig Odekirk

	1993	1994	1995	1996
Alabama	Mary Lou Foster Ron Goertz Paula Lansdon	Ron Goertz Paula Lansdon Norma Vance	Paula Lansdon Norma Vance Betty Payne	Ethel Oldham Norma Vance Betty Payne
Arizona	John Smalling	John Smalling	Laura Dillingham Stephanie Gallegos Patricia Trueblood	Al Ramsey Jeff Kramer
Arkansas	Larry Fletcher Robert McQuade Wes Wimberly	Phyllis Allen Richard Behra Wes Wimberly	Rebecca Bryant Emmett Fry Ray Stephens	Rebecca Bryant Ray Stephens Leon Cornett
Florida	Jay Edwards, Sr Doug Melvin Dean Shaw	Jay Edwards, Sr Doug Melvin Ken Gay	Sharon Kraus Dennis Magee Jim Wolfe	Kay Cunningham Jay Edwards, Sr Dennis Magee
Georgia	Billie Erwin Charles DuChane Gene Vinson	Ernie Melton Charles DuChane Gene Vinson	Clayton Penhallegon Ernie Melton	Charlotte Livingston Ernie Melton
Kansas			Ken Keller Elena Nuss Webster Roth	Elena Nuss
Kentucky	Sam Bain Pamla Wood	Sam Bain William Brooks Sylvia Elam	Sam Bain Susan Smith Sylvia Elam	Sam Bain Susan Smith Larry P. Totten
Louisiana	Nancy DeWitt Kay Hoffpauir John Rogers	Diana Schouest Elaine Phares Alan Tennyson	Dianne Barksdale Elaine Phares Alan Tennyson	Alan Tennyson Tom Patterson Dianne Barksdale
Mississippi	Barbara Pepper Alice Camp Lisa Romine	Barbara Pepper Mary Robinson Lisa Romine	Barbara Pepper Lisa Romine Mike Shumaker	Barbara Pepper Mary Robinson Lisa Romine
New Jersey	John Dougherty Richard Blake Harriet Seiver	John Dougherty Richard Blake Harriet Seiver	Barbara Casby John Dougherty Robert Daniello	Barbara Casby John Dougherty Robert Daniello
North Carolina	Eddie Capel Ronald Hawley Vivian Lord	Patricia Hagler Vivian Lord Ralph Fennell	Ralph Fennell William Clements Ed Phillips	William Clements Ed Phillips Haywood Poole
Oklahoma	Phyllis Taylor Joanne Terlizzi Terry Watson	Phyllis Taylor Joanne Terlizzi Jody Seebon	Phyllis Taylor Jody Seebon Pat Hernandez	Gena Chamseddine Jody Seebon Pat Hernandez
Utah	Brian Gough Larry Casutt Craig Odekirk	Brian Gough Larry Casutt Craig Odekirk	Brian Gough Craig Odekirk Laurel Morris	Laurel Morris Clyde Roper Warren Games
Wisconsin		Milton Howell Joan McArthur Thomas Olshanski	John Anchor Norma DeHaven Joan McArthur	Stephen Hoese

	1997	1998	1999	2000
Alabama	Kenneth Mahan Jane Cone	Kenneth Mahan Jane Cone Lee Oswalt	Kenneth Mahan Robert Harrison	Paula Lansdon Betty Wood Norma Vance
Arizona	Jeffrey Kramer Al Ramsey	Michael Veucasovic Jeffrey Kramer Lawrence Ramsey	Larry Gordon Jeffrey Kramer Lawrence Ramsey	Greg Hyland Jeffrey Kramer Larry Gordon
Arkansas	Leon Cornett Ray Stephens Ron Byrns	Leon Cornett Ron Byrns Sanford Cothren	Ron Byrns Sanford Cothren Sandra King	Sandra King Ray Stephens Denise Oxley
District of Columbia				Gail Avery
Florida	Mary Robbins Dennis Magee Dottie Gough	Gwen Baker Dennis Magee Jean Magee	Sean Fisher Jean Magee James Wolfe	Sean Fisher Teresa Wood Gerry O'Reilly
Georgia	Charlotte Livingston Ernie Melton	Ruth Black Pam Griffin	Barbara Vagenas	Hugh Farley Ernie Melton
Kansas			Kent Olson	Kent Olson
Kentucky	Sam Bain Larry P. Totten Robinil H. Jameson	James R. Brown Patricia Bryan Tony Smith	Robinil H. Jameson Patricia Bryan Pam Perkins	Robinil H. Jameson Patricia Bryan Pamla Wood
Louisiana	Diana Schouest Tom Patterson Dianne Barksdale	Diana Schouest Tom Patterson Hugh Eley	Diana Schouest Sally Gilbert Hugh Eley	Diana Schouest Sally Gilbert Hugh Eley
Mississippi	Barbara Pepper Mary Robinson Jerry Erickson	Lynda Owen Jerry Erickson Barbara Pepper	Pat Ashford Lynda Owen Barbara Bonner	Pat Ashford Barbara Bonner Lesly Lloyd
New Hampshire				Charlene Farmer Patricia Gagne William Herman
New Jersey	Barbara Casby Richard Blake Raymond Purcell	Barbara Casby Raymond Purcell Paulette Laubsch	Barbara Casby Bill Burns Paulette Laubsch	Barbara Casby Janis Geary Paulette Laubsch
North Carolina	Ramona Tuck Nate Hall Haywood Poole	Patricia Hagler Mary Ann Barden Haywood Poole	Patricia Hagler Haywood Poole	Ed Burt/Steve Mastro Patricia Hagler Sandy Pearce
Oklahoma	Deborah Smith Sharon Harris Gena Chamseddine	Deborah Smith Sharon Harris Robert Shepherd	David Brown Deborah Smith Toni Wilson	David Brown Deborah Smith Stella Church
South Carolina		Herb Lanford Al Lyerly	Herb Lanford Kay Rogers June Walton	Herb Lanford Kay Rogers Jennifer Crosby
Texas		Scott Wall		Vicki Smith
Utah	Mary Ann Erickson Bryan Lee Warren Games	Cathy Dudley Julie Felice Randy Hopkins	Julie Felice Wendy Gianchetta Randy Hopkins	Julie Felice Karen Marzo Suzanne Briscoe
Wisconsin	Susan Paddock	Ronald L. Buchholz Steven Hoese Cathy Williquette	Steven Hoese Jeffrey Roemer	Ronald L. Buchholz Richard Holden Jeffrey Roemer

	2001	2002	2003	2004
Alabama	Paula Lansdon Betty Wood Norma Vance	Betty Wood Barbara Johnson	Paula Lansdon Betty Wood Norma Vance	Paula Lansdon Betty Wood Glenn Newton
Arizona	Larry Gordon Marilyn Stewart Jose De la Torre	Michael Veucasovic	Larry Gordon Greg Hyland Michael Veucasovic	Larry Gordon Greg Hyland Marilyn Medearis
Arkansas	Glenda Higgs Sandra King Richard Behra	Glenda Higgs	Glenda Higgs Leon Cornett Phillip Hall	Becky Bryant Bill Hogue
District of Columbia	Regina Owens Gail Avery	Nancy Hapeman Danny Weiss	Blanche Jones Nancy Hapeman Ellery Taylor	Nancy Hapeman Danny Weiss
Florida	Sean Fisher Teresa Wood Dottie Gough	Sean Fisher Ted Barber Jean Magee	Ted Barber Edward Frazier Dottie Gough	Dr. Ada Burnette Ted Barber Chris Grasso
Georgia	Barbara Vagenas			
Kansas	Pat Witt/ Peggy Roper	Shirley Hollis Pat Witt Dawn Dubach	Shirley Hollis Pat Witt Kathy Beck	Rita Barnard Shirley Hollis Sandy Powell
Kentucky	Tony Smith/Sam Bain James R. Brown Robinil H. Jameson	James R. Brown Robinil H. Jameson Carolyn Schaefer	Robinil H. Jameson Helen Koger Pamla Wood	James R. Brown Helen Koger Glenn Thomas
Louisiana	Diana Schouest Sandra Norman Judy Cain	Nancy DeWitt Gail McMorris Jodi Miller	Gail Gibson Sandy Scallan Vivian Guillory	Vivian Guillory Gail Gibson Sandy Scallan
Mississippi	Lea Ann McElroy Mary Murtaugh Lisa Romine	Pat Ashford Lea Ann McElroy Barbara Pepper	Pat Ashford Lisa Romine Becky Sanville	Mary Murtaugh Lisa Romine William Pope
New Hampshire	Charlene Farmer Patricia Gagne William Herman	Charlene Farmer Kathy Gallagher William Herman	Deb Bourbeau Kathy Gallagher John Scruton	Charlene Farmer Patricia Gagne Theresa Jarvis
New Jersey	Barbara Casby Richard Blake Paulette Laubsch	Richard Blake Janis Geary Paulette Laubsch	Barbara Casby Robert Daniello Paulette Laubsch	Robert Daniello Janis Geary Paulette Laubsch
North Carolina	Steve Mastro Mary Reese Sandy Pearce	Jim Mulligan Mary Reese Sandy Pearce	Sandy Pearce Mary Fox Sarah Smith Julie Trackler	Steve Mastro Sarah Smith Tami Hinton Gina Mee
Ohio	John Albrecht Patti Barnett	Patti Barnett Ted Lozier	Patti Barnett Myron Downard	Julie Trackler Deborah O'Hara
Oklahoma	David Brown Bill Winters Stella Church	Judy Dennis Bill Winters Cathy Gibson	Judy Dennis Deborah Smith Robert Shepherd	Paula Green Kay Hagerman Judy Dennis
South Carolina	Herb Lanford Polly McCutcheon	Herb Lanford Polly McCutcheon Paul Lindhardt	Polly McCutcheon Paul Lindhardt Deborah Hotchkiss	Paul Lindhardt Deborah Hotchkiss Herb Lanford
Texas	Marilyn Balanoff	Marilyn Balanoff	Naomi Hines Shelby Jean Joe Williams	Naomi Hines
Utah	Julie Felice Wendy Gianchetta Karen Marzo	Hapi Hansen Gerry Satterlee Suzanne Briscoe	Suzanne Briscoe Mel Castillo Dan Engh	Hapi Hansen Mel Castillo Kent Naisbitt
Wisconsin	Ronald L. Buchholz Richard Holden Jeffrey Roemer	Ronald L. Buchholz Richard Holden	Mark Evans Dianne Hughes Richard Holden	Mark Evans Dianne Hughes Jeffrey Roemer

Alabama	Paula Lansdon Betty Wood	Paula Lansdon Betty Wood Ron Goertz		
Arizona	Jeff Kramer Michelle Lowman Cynthia Mercurio	Hazel Best-Shaw Martha Rozen Michael Veucasovic	Michael Veucasovic Hazel Best-Shaw Kay Eldridge	Jeff Kramer Mike Veucasovic Kay Eldridge
Arkansas	Becky Bryant Barbara Mohoney Cynthia Nixon	Doris Anderson Barbara Mohoney Cynthia Nixon	Timothy Lampe Barbara Mohoney Cynthia Nixon	Doris Anderson Barbara Mahoney Michael Waters
District of Columbia	Deborah Crain Nancy Hapeman Danny Weiss	Deborah Crain Nancy Hapeman Danny Weiss		
Florida	Dr. Ada Burnette Teresa Wood Chris Grasso	Dr. Ada Burnette Jerald O'Cathey Jan Wright	Jerald O'Cathey	Dr. Ada P. Burnette Joanne Robertson Jerry McCarthy
Georgia				
Idaho	Bobbi Eckerle Dawn Peck Reva Tisdale	Charlie Hindrix Sharon Pilkinton Reva Tisdale	Sharon Pilkinton Reva Tisdale Deborah Woolery	Reva Tisdale Janice Foster Deborah Woolery
Kansas	Rita Barnard Shirley Hollis Sandy Powell	Barbara Smith Pat Witt Sandy Powell	Pat Witt Shirley Hollis Mary Parrott	Patricia Witt Shirley Hollis Jeffrey Scott
Kentucky	Janice Earnest Helen Koger Glenn Thomas	Janice Earnest Linda Renfo Carmen Bishop	Carmen Bishop Helen Koger Tony Smith	Tony B. Smith Carmen M. Bishop Robinil H. Jameson
Louisiana	Nancy DeWitt Gail Gibson Sandy Scallan	Gail Gibson Sandy Scallan Tom Patterson	Nancy DeWitt Gail Gibson Tom Patterson	Thomas Patterson Nancy DeWitt Gail Gibson
Mississippi	Barbara Pepper Mary Murtaugh Lisa Romine	Mary Murtaugh Lisa Romine Becky Sanville	Becky Sanville Skip King Tee McCovey	Melissa Collier Rachel A. Britt
New Hampshire	Charlene Farmer Kathy Carr Kathy Gallagher	Charlene Farmer Kathy Carr William Raupach	Kathy Gallagher Charlene Cutting Debra Bourbeau	Charlene Cutting Eileen Grimmer Tricia Foster
New Jersey	Robert Daniello Janis Geary Paulette Laubsch	Robert Daniello Janis Geary James Dixon	Robert Daniello Janis Geary Paulette Laubsch	Paulette Laubsch Janis Geary Donald Cammus
North Carolina	Beverly Hall Amy Sawyer Sarah Smith	Beverly Hall Pete Burke Tami Hinton	Beverly Hall Pete Burke Anita McNeil	David Osborne Anita McNeil Beverly Hall
Ohio	Gina Mee Julie Trackler John Albrecht	Gina Mee	Shawn Bradley Patti Barnett Juli Carvi/Gina Mee	Julianna Carvi Melissa G. Roach Stephanie Kamer
Oklahoma	Paula Green Joyce Smith Kay/Hagerman/Judy Dennis	Paula Green Joyce Smith Delphine Hill/David Brown	Joyce Smith Barbara Taft Brenda Sullivan	Barbara Taft Joyce Smith Brenda Sullivan
South Carolina	Sam Jones Robert Boland Wanda Dixon	Sam Jones Robert Boland Lynn Rivers	Robert Boland Lynn Rivers Polly McCutcheon	Kay Rogers Robbie Boland Sam Jones
Texas	Naomi Hines	Marilyn Balanoff	Marlene McMichael Cheryl Dunlop	Naomi S. Hines
Utah	Happi Hansen Wendy Gianchetta Craig Coulson	Craig Coulson Lauralee Blue Suzette Wright-Green	Suzette Wright-Green Keith Heaton Michael Shoemaker	Keith Heaton Michael Shoemaker Cheryl Searle
Virginia		Sam Camden Christy Porterfield		
Washington		Curtis Richardson Carol Trisko		
Wisconsin	Mark Evans Dianne Hughes Jeffrey Roemer	Mark Evans Dianne Hughes Jeffrey Roemer	Jeffrey Roemer Mark Evans Debra Shufelt	Mark Evans Lutfi Shahrani Kathy Skiera

SUBJECT: AACPM DELEGATE ORIENTATION

Welcome! We appreciate your service to the Academy (AACPM) and to your society. The information contained in this briefing will help you fulfill your important role as a delegate.

By agreeing to be a delegate, **you have made a commitment** to your society and to your fellow Academy members. This is the one opportunity during the year for members of the Academy at large to have an open dialogue with the executive board regarding the direction that the AACPM should be taking. It is, therefore, critical that you:

- **Read materials in your delegate packet before the conference.** This will prepare you to respond to issues presented during the House of Delegates meetings and to talk with other conference attendees about issues that concern you. Two documents from the AACPM POLICIES AND PROCEDURES MANUAL ("Responsibilities, Authorities, & Restrictions of the House of Delegates" and "Tentative Agenda") will help you understand the expectations.
- **Speak with other members of your society** about their ideas for the development and growth of the Academy.
- **Get to know the candidates.** While the campaigning can be a lively and fun activity during the conference, most candidates take the election process quite seriously. They want to get to know you; they want to discuss what members expect from the officers and the organization. Most candidates also want to gauge how well they will fair in the elections. If you have already decided your vote, feel free to share or not share that information with the candidates; however, **do share your ideas with the candidates.**
- **Make sure that you have an official ballot prior to the election.** An official ballot is an original, numbered instrument bearing the AACPM seal; if you do not have an official ballot, you cannot vote. The Immediate AACPM Past-President prepares and mails these ballots to each society president after delegates have been selected and certified. Ask your president how and when you will receive your ballot. If you misplace it, contact **<INSERT NAME OF PAST PRESIDENT HERE>**, Immediate Past-President, prior to the election. Voting takes place during the first session of the House of Delegates; if you must leave prior to the election process; submit your ballot to **<INSERT NAME OF PAST PRESIDENT HERE>** in advance.
- **Make sure that you know how your society handles the AACPM election process.** In some societies delegates cast their ballots for the same candidates. These block votes may be decided prior to the conference or after meeting and talking with candidates during the conference. In others, the delegates are free to decide their votes individually. **<INSERT NO. OF POSITIONS ON BALLOT HERE>** officers' positions will be determined in the **<INSERT THE ELECTION YEAR HERE>** elections - President-Elect (automatically rolls to AACPM President in **<INSERT YEAR>**), **<SECRETARY OR TREASURER>** (two-year term), and one Member-at-Large (two-year term).
- **Take an active role in the House of Delegates.** Exchanges during the House of Delegates can be lively and thought provoking. When you have an idea to share, raise your hand for the AACPM President to recognize you. Then speak up! More input means a better meeting outcome.
- **Plan travel itineraries which allow your presence in all meetings involving the delegates** from the Joint Issues meeting to the full House of Delegates meetings. This involves a generous gift of your time, but it is an important and rewarding responsibility.
- **If you have a medical need to eat, be sure you bring some snack items** to the final House of Delegates meeting. Although the schedule allows for breaks, delegates sometimes vote to forfeit a lunch break to finish earlier if there are a minimal number of agenda items left to cover.
- **Let the officers and other delegates know if there is any additional information you need** in order to feel comfortable/fully functioning in your role as delegate.

From your experience, **you will gain insights as to how the Academy really operates and have a valuable opportunity to contribute to its development.** You will also have the opportunity to begin new friendships and deepen existing ones within the Academy!

SUBJECT: RESPONSIBILITIES, AUTHORITIES, OF COMMITTEES

Several committees are specifically referred to in the Constitution and Bylaws. Those listed and the purposes for each are:

- Board of Elections - This committee shall solicit nominations for Academy office and conduct the elections.
- Bylaws and Ethics - This committee shall propose changes or amendments to the Constitution and Bylaws of the Academy and Code of Ethics. It shall also be the arbiter of charges brought against any member.
- Finance - This committee shall prepare the Academy's annual budget for review and adoption at the annual meeting. Committee shall also receive the annual audit and oversee the response thereto.
- Henning Award - This committee shall annually select the Henning Award recipient and shall coordinate the presentation of the Award at the Annual Meeting.
- Publications - This committee shall review all publications of the Academy as well as maintain its web site.
- Scholarship - This committee shall annually select the scholarship recipients.
- Conference - This committee shall work with the local Host Society Conference Committee to assist in the planning of the annual Academy conference.
- Committees of the Board - Special or ad-hoc committees shall be established by the Board of Directors as deemed necessary to undertake specific projects or assignments and dissolved upon completion of the project or assignment.

Bylaws-empowered committees. The Board of Elections, Henning Award, and Scholarship Committees are specifically authorized by the Academy Bylaws to independently perform their functions and duties and to inform the Board of their decision(s). The Board has no authority over the committees' decisions.

Reporting Requirements. Committee Chairs are required to report on their committee activities twice during the year – once for the Annual Meeting of the House of Delegates and once for the other meeting of the Board. The Board has established a reporting format for committee reports, which is made part of this section. Requests for committee reports will be made in such a manner as to allow both adequate time for their preparation and at least thirty (30) days for the Delegates and/or Board to review them prior to their meeting.

American Academy of Certified Public Managers®
XXXXX COMMITTEE
Report to (House of Delegates/Board – as appropriate)
Month Year

Executive Summary: This section is used to summarize the report and will be used for publishing the committee's activities in various media.

Committee Charge: This section is a statement of the purpose of this committee.

Recommendations requiring HOD and/or Board Action: This section lists committee actions/requests/recommendations, if any, that the committee believes requires action by either the House of Delegates or the Academy Board.

Recommendations NOT requiring HOD or AACPM Action: This section lists committee actions that did not require any action on the part of the House of Delegates and/or Board.

Chairperson and Committee Members:

A listing of the committee members (beginning with the Chair) and contact information

Committee Activities: What did the committee do?

Submitted by: *Name, Chair*

Date Submitted: *xx/xx/xx*

SUBJECT: DUTIES AND RESPONSIBILITIES OF THE BOARD OF ELECTIONS

Purpose. This is an empowered committee selected annually by the Board of Directors to conduct Academy nominations, elections and all referenda.

Board Members. The committee shall be composed of the Immediate Past-President and two other Academy Fellows who are not members of the Board of Directors and approved by the Board of Directors. The Committee members, when possible, should be from Societies that do not have candidates.

Board Chairperson. The Immediate Past-President shall chair the Board of Elections.

Nomination/election process and timetable of events. The following schedule is recommended:

NOMINATIONS

- | | |
|---|--|
| 4 months prior to annual meeting | Board Chairperson provides editor of AACPM newsletter and Society Presidents with nomination form, guidelines, duties/responsibilities of each office and nomination submission deadline. |
| 10 weeks prior to annual meeting | Board Chairperson receives completed nomination forms. Nominations postmarked after published deadline will not be considered. |
| 10 weeks prior to annual meeting | Board reviews and compiles nominations. Board may solicit additional nominations in an effort to have at least (2) candidates per office on official ballot. Board ensures that all Fellows on ballot agree to serve in the designated office and are members in good standing of a state society. |

BALLOTS

- | | |
|---|---|
| 45 days prior to annual meeting | Board formulates official ballot; prints official ballot on AACPM stationery, and emboss with the AACPM seal. |
| 35 days prior to annual meeting. | Board mails official ballots to members of the House of Delegates. Mailing includes one ballot to each member of the Board of Directors; one to each Past President who is still a member of the House of Delegates, and three ballots to each Society President for distribution to the Societies' Delegates prior to the convening of the Annual Meeting. |

3 days prior to annual meeting. Board Chairperson receives proxy votes by certified mail by midnight three (3) days prior to the convening of the Annual Meeting. Actual deadline for proxy voting to be printed on ballot forms. Completed ballots postmarked after published deadline will not be considered.

Annual Meeting (1) Ballots are cast by each delegate during the official roll call conducted at the beginning of the House of Delegates meeting (or a sealed ballot is received by Board Chairman from delegate's designated representative prior to or during the official roll call).

(2) Board collects and counts ballots immediately following roll call at location determined by Chairperson. A candidate must receive a plurality of the votes cast to be declared the winner; otherwise, a runoff election is required for that office.

(3) Election results are announced as directed by Academy President or House of Delegates.

(4) In the event of a runoff election, the Board of Elections shall prepare runoff ballots. The Board Chairperson shall distribute the ballots to the delegates present at the annual House of Delegates meeting immediately after announcing the results of the first ballot and collect them after an appropriate time allowed for voting. The Chairperson will announce the results as directed by the Academy President or the House of Delegates.

1 year later The Board Chairperson shall retain all ballots for one year and destroy them at the conclusion of the next House of Delegates meeting.

Criteria for nomination. Any member of the Academy (e.g., Fellow, Associate or Consortium) may nominate a Fellow in good standing of a Society and the American Academy. Self-nominations are acceptable.

Procedures/Guidelines. In addition to the timetable of events, the following shall apply:

- (a) Nomination forms must be complete before acceptance by Committee.
- (b) In addition to the submission deadline, the name, mailing address, telephone and FAX numbers of the Chairperson of the Elections Board (who is the recipient of completed nominations) shall be included on the nomination form. This information shall also be published in the Academy newsletter.
- (c) Nominations must be postmarked (or faxed) by the date specified on the nomination

form. Nominations postmarked (or received by fax) after this date will not be considered unless a solicitation for nominations occurs.

- (d) The Elections Board may solicit nominations for officers if less than two nomination forms for each office are submitted.
- (e) Society Presidents shall be responsible for assuring that their Society's Delegates receive their individual ballots prior to the convening of the Annual Meeting.
- (f) One vote per Delegate. Delegates may submit ballots in person or by mail.
- (g) A candidate must receive a plurality of votes for the designated office to be declared the winner on the first ballot. If there is a tie vote, a runoff election is conducted.
- (h) Board Chair should have some "extra" official ballots on hand at the start of the House of Delegates meeting to allow for a change of Delegates or other special circumstances. Use of these "extra" ballots must be documented by all members of the Committee. Extreme care must be taken to ensure that no Society submits more than three (3) Delegate votes.

Nomination form requirements.

- (a) Instructions for completing and submitting the nomination form.
- (b) Nominee's name, address, telephone, email address, and FAX number.
- (c) List of executive offices eligible for nomination to the Board of Directors (e.g.; President-Elect, Secretary, Treasurer, or Member-at-Large).
- (d) Nominator's name, address, telephone, email address, and FAX number.
- (e) Nominee's signed affirmation declaring a willingness to serve and an understanding of the duties and responsibilities of the designated office checked on the nomination form.
- (f) Society President's signed affirmation that the nominee is a member in good standing of the Society and the Academy.
- (g) One-half page biography in which nominee outlines those skills or experience that they believe best prepares them to serve in the designated office.

Election ballot attachments. Besides the actual ballot itself, information provided to the voting delegates shall include:

- (a) A brief biography (approximately 1/2 page) of each candidate,

- (b) A copy of the Board of Elections guidelines, and
- (c) A copy of the duties and responsibilities of each office listed on the ballot.

Special Elections. Should the office of President-Elect become vacant, the Board of Elections is charged with conducting a special election to fill the position. The Board Chair will communicate with the Society Presidents in the most expeditious manner to solicit nominees for the office. A short time frame for nominations is encouraged; however, the actual time allowed should be based upon when the vacancy has occurred. The Board of Elections will prepare ballots in the usual manner and will mail them, along with biographies of the candidates and a copy of the duties of the President-Elect, to the sitting House of Delegates; voting deadlines will be established. The Board of Elections will determine the best methodology to ensure that all ballots are viewed by the committee members prior to announcing a winner. Successful candidate will be announced in the same manner as the vacancy notification and in the next newsletter.

AMERICAN ACADEMY OF CERTIFIED PUBLIC MANAGERS®

BOARD OF ELECTIONS CHAIRPERSONS

1989-90	Bobby Ann Clark (LA)
1990-91	Bobby Ann Clark (LA)
1991-92	Paulette Laubsch (NJ)
1992-93	Margaret J. Bailey (NC)
1993-94	George C. Askew (GA)
1994-95	George C. Banks (FL)
1995-96	Nancy E. DeWitt (LA)
1997	Barbara H. Vagenas (GA)
1998	Craig D. Odekirk (UT)
1999	Craig D. Odekirk (UT)
2000	Mary P. Robinson (MS)
2001	Dennis J. Magee (FL)
2002	Thomas H. Patterson (LA)
2003	Kay N. Rogers (SC)
2004	Larry P. Totten (KY)
2005	Ronald L. Buchholz (WI)
2006	Debbie J. Smith (OK)
2007	William G. Herman (NH)/Robinil H. Jameson (KY)
2008	Ronald L. Buchholz (WI)
2009	Gregory D. Hyland (AZ)
2010	Stephen J. Mastro (NC)
2011	Joyce Doakes-Smith (OK)

SUBJECT: DUTIES AND RESPONSIBILITIES OF THE BYLAWS & ETHICS COMMITTEE

Purpose. This committee shall be responsible for proposing changes or amendments to the Constitution and Bylaws of the Academy and the Code of Ethics as well as receiving and investigating charges of misconduct brought against a Board member.

Committee members. The committee shall consist of the academy board chair plus six (6) Academy Fellows from different Societies nominated by the Immediate Past President and approved by the Board. Each member shall serve a one-year term.

Committee chair. The Immediate Past President shall chair the committee.

Bylaws Proposals. The committee shall receive all suggested bylaws revisions as requested by any legitimate source: Board of Directors, Committee recommendations, House of Delegates, general membership, etc. Committee will review all suggestions for their effect on the Academy and present their recommendations in their Committee report. If their recommendation is to propose a change to the House of Delegates, the proposed bylaws must be submitted to the Academy Secretary no later than 60 days prior to the Annual Meeting. Proposals shall be distributed by the Member-at-Large for Conferences & Communication with the Delegates' packets no later than 30 days prior to the Annual Meeting.

Investigations. The committee shall receive all allegations of misconduct or neglect of duty brought against an officer. A confidential investigation of the charges brought forth will proceed with due diligence as outlined in SOP 9.00. Committee members will name an Investigations Chair if the officer being accused of wrongdoing is the Past-President. The Committee should consult with the current President (or President-Elect, if the President is the accused) if funding is needed to carry out the investigation.

AMERICAN ACADEMY OF CERTIFIED PUBLIC MANAGERS®

BYLAWS & ETHICS CHAIRPERSONS

1989-90	Bobby Ann Clark (LA)
1990-91	Bobby Ann Clark (LA)
1991-92	Paulette Laubsch (NJ)
1992-93	Margaret J. Bailey (NC)
1993-94	George C. Askew (GA)
1994-95	George C. Banks (FL)
1995-96	Nancy E. DeWitt (LA)
1997	Barbara H. Vagenas (GA)
1998	Craig D. Odekirk (UT)
1999	Craig D. Odekirk (UT)
2000	Mary P. Robinson (MS)
2001	Dennis J. Magee (FL)
2002	Thomas H. Patterson (LA)
2003	Kay N. Rogers (SC)
2004	Larry P. Totten (KY)
2005	Ronald L. Buchholz (WI)
2006	Debbie J. Smith (OK)
2007	William G. Herman (NH)
2008	Ronald L. Buchholz (WI)
2009	Gregory D. Hyland (AZ)
2010	Stephen J. Mastro (NC)
2011	Joyce Doakes-Smith (OK)

SUBJECT: DUTIES AND RESPONSIBILITIES OF THE FINANCE COMMITTEE

Purpose. This committee shall prepare the Academy's annual budget for review, modification if necessary, and adoption at the Annual Meeting of the Academy. This committee shall also be responsible for the audit of the Academy's financial records and for compliance of any approved recommendations.

Committee members. The committee shall consist of the President-Elect, the Treasurer, and one or more Fellow(s) appointed by the President-Elect and approved by the Board.

Committee chair. The President-Elect shall chair the committee.

Annual Budget. This Committee shall develop an annual proposed budget and prepare a written report. The budget and report shall be presented for approval at the annual House of Delegates meeting.

Annual Review. This committee shall be responsible to insure the completion of the annual review. A Certified Public Accountant shall be chosen to conduct the review and present the recommendations to this committee, who will then report to the Academy Board. The Auditor cannot be a member of the current Board of Directors. Presentation of the report, and any remedial proposals in response to the findings and recommendations, will be a part of this committee's report to the House of Delegates.

FASB Compliance. This committee shall be responsible for monitoring compliance with the accounting principles and practices enumerated by the Financial Accounting Standards Board. It is suggested that an auditor be selected who is familiar with this organization and current acceptable practices for non-profit organizations.

AMERICAN ACADEMY OF CERTIFIED PUBLIC MANAGERS®

FINANCE CHAIRPERSONS

1989-90	Paulette Laubsch (NJ)
1990-91	Margaret J. Bailey (NC)
1991-92	George C. Askew (GA)
1992-93	George C. Banks (FL)
1993-94	Nancy E. DeWitt (LA)
1994-95	Barbara H. Vagenas (GA)
1995-96	Craig D. Odekirk (UT)
1997	Lewis J. B. Logan (OK)
1998	Mary P. Robinson (MS)
1999	Dennis J. Magee (FL)
2000	Thomas H. Patterson (LA)
2001	Kay N. Rogers (SC)
2002	Larry P. Totten (KY)
2003	Ronald L. Buchholz (WI)
2004	Debbie J. Smith (OK)
2005	William G. Herman (NH)
2006	Julie R. Felice (UT)
2007	Gregory D. Hyland (AZ)
2008	Stephen J. Mastro (NC)
2009	Joyce Doakes-Smith (OK)

SUBJECT: DUTIES AND RESPONSIBILITIES OF THE HENNING AWARD COMMITTEE

Purpose. This is an empowered committee responsible for annually administering the Academy's Henning Award application process, selecting the award recipient, and coordinating the presentation of the award at the Annual Meeting.

Committee members. The committee shall be composed of the last Henning Award winner and four Academy Fellows, all from different Societies, selected by the Committee Chair and approved by the Board. Each member shall serve a one-year term.

Committee chair. The Chair of this committee shall be the previous year's Henning Award winner. The Chair is responsible for obtaining the trophy, ensuring the engraving is done, and completing other related tasks necessary to present the award at the annual conference. The Chair is also responsible for submission of an article for the next newsletter announcing the current Henning winner.

To maintain the element of surprise, the Chair, together with the Academy President, are to take the necessary steps to ensure the confidentiality of the name of the Henning Award recipient once the selection is made until the announcement when the Award presented at the Awards Banquet during the Annual Conference.

Award process and timetable of events.

6 months prior to Annual Meeting	Committee issues call to Societies for award applicants. Sends guidelines and application forms to state society presidents.
by January 31 or newsletter deadline	Committee Chair provides editor of AACPM newsletter and Society Presidents with nomination guidelines to publish, including nomination submission deadline.
3 months prior to annual meeting	Committee receives nominations. Nominations postmarked after the due date will not be considered.
2 months prior to Annual Meeting	Committee reviews nominations, verifies the validity of each, and selects the award recipient. Committee chair submits the name of the recipient to the Academy President who shall notify only the recipient by telephone. Committee chair notifies all Societies, which submitted a nomination and confirms receipt of the nomination and thanks the Society for their participation. Committee chair notifies the Committee Members of the selection of the recipient and requests that the name of the recipient be kept confidential. Committee chair notifies all nominees; in writing at least one month in advance of the annual meeting after the recipient has been

notified by the President but does not disclose the name of the recipient. Committee chair and Academy President make arrangements for the recipient to be present at the Awards Banquet.

1 month prior to Annual Meeting	Engrave Henning Award Trophy and prepare certificates for nominees.
Annual Meeting	Board or Committee Chair announces recipient and presents award to recipient and certificates to others nominated.

Intent of award. The Henning Award is presented annually to an active Academy Fellow who, through their efforts has made the greatest contribution to the Academy, their Society, or the prestige of the CPM public image. Recipients listing follows:

Applicant eligibility. Applicant must be an Academy Fellow.

Criteria for nomination.

- | | |
|---|------------------|
| (a) Career accomplishments | 20 points |
| (b) Society and American Academy activities | 50 points |
| NOTE: (20 pts AACPM / 30 pts Society) | |
| (c) Innovations and Contributions to Management | 10 points |
| (d) Leadership Activities | 10 points |
| (e) Community Service | <u>10 points</u> |
| Total 100 points | |

Submitting nominations.

- No previous Henning Award recipient will be eligible for nomination.
- Nominations must be made by the Board of Directors of a Society. Only one nomination will be accepted from each Society.
- The nomination form must be completed by the Society sponsoring the nomination and submitted to the committee chair by the date as determined by the committee. Nominations postmarked after this date will not be considered.
- The nomination form must be signed by at least two members of the nominating Society Board of Directors. Signature by all the Board of Directors is preferred.
- Neither the name of the nominee nor their Society/home state shall appear on the nomination form. They may only appear on the cover sheet containing the names of the nominators.
- The nomination must be made using the nomination form provided or a reasonable facsimile. The nomination cannot exceed four (4) pages. The

nomination may not be typed in less than a font size 11. Responses should cover the five areas used for award consideration.

- (g) The nomination should be written clearly and concisely. Short "bullet" statements of accomplishments are preferred, supported by brief descriptive comments where necessary for clarification. There should be specific details to support the accomplishment. Long flowery descriptions should be avoided.

Travel for award recipient. The Henning Award recipient is encouraged to first seek travel assistance first from their respective employer and next from their Home Society. The following expenses shall be paid per travel guidelines outlined more specifically in Section 8.00 of this Manual. Travel expenses for the award recipient only, meals (3 days maximum at Federal per diem rates for the location), a maximum of two nights lodging at the Conference hotel for the award recipient only, and the Awards Banquet fee for the award recipient and one guest. The Board of Directors reserves the right to approve other expenses that are deemed in the best interest of the AACPM pertaining to this Award. If the Award winner is a Board member eligible for travel reimbursement, claims may not be duplicated.

The Treasurer of the AACPM shall pay the AACPM conference registration fee in advance of the conference. The recipient should file for travel and subsistence expenses, as authorized above, with the AACPM Treasurer after the Conference.

Award specifications. The Henning Award is a pewter Revere bowl, engraved and mounted on a wood base. The Committee Chair should contact either the Treasurer or previous Committee Chairs for purchasing information.

Plaque. A "traveling" plaque with the names of all Henning Award winners is presented to a representative of the Society of the current recipient. This is to be displayed by that Society in a manner that will honor the recipient and the Society. More information is in SOP Section 20.50.



American Academy of Certified Public Managers®

(Year) AACPM HENNING AWARD NOMINATION

NAME OF NOMINEE: _____

SOCIETY AFFILIATION OF NOMINEE: _____

NOMINEE ADDRESS: _____

PHONE: _____ E-MAIL: _____

INFORMATION REQUESTED TO ACCOMPANY NOMINATION

Refer to AACPM Policies and Procedures Manual, Section 11.40 on www.cpmacademy.org website for guidance in submitting nomination and certifying eligibility.

Please submit pertinent information in the following areas:

- **CAREER ACCOMPLISHMENTS.** Describe professional positions and accomplishments that can be considered highlights of nominee’s career. Do not include a job description or a listing of tasks.
- **SOCIETY AND ACADEMY ACTIVITIES.** Describe CPM-related activities, including offices held & committee involvement in the Society and the Academy, and how nominee contributed to the organization’s success.
- **INNOVATIONS AND CONTRIBUTIONS TO MANAGEMENT.** Provide examples of initiatives from the nominee’s career that can be considered to be innovative and/or unique and how they contributed to improved organizational management and programs.
- **LEADERSHIP ACTIVITIES.** Identify activities and outcomes that demonstrate the nominee’s leadership effectiveness.
- **COMMUNITY SERVICE.** Describe the nominee’s various community & volunteer activities that illustrate a commitment to community service.

PLEASE NOTE: Submittal of the above information must not exceed four (4) pages, no less than single-spaced, no smaller than font size 11. Nominee’s name, Society, or home state must not appear within the submittal response (only on this cover document).

NAMES OF SOCIETY NOMINATORS & SIGNATURES, with contact information.

NOMINATION MUST BE POSTMARKED NO LATER THAN **(Month, Date and Year)**

RETURN TO:

(Name of Committee Chair), CPM
 Chair, AACPM (year) Henning Award Committee
 (P.O. Box or Street Address)
 (City, State, Zip Code)
 Phone: xxx/xxx-xxxx
 FAX: xxx/xxx-xxxx
 E-Mail: xxxxxxxxxxxxxxxxxxxxxxxx@xxxxxxxxxxxxx.xxx

“Fostering Leadership and Professionalism in Public Service”



**(Insert year) AACPM
HENNING AWARD NOMINATION EVALUATION CRITERIA
With summary statement of information requested****

I. Career Accomplishments (20 Points Maximum)

Professional positions and accomplishments that can be considered highlights of nominee's career.

II. Society and American Academy Activities (50 Points Total Maximum)

(20 Points Maximum – AACPM)
(30 Points Maximum – Society)

CPM-related activities, including offices held, committee involvement in Academy and Society, and how nominee contributed to organization's success.

III. Innovation and Contributions to Management (10 Points Maximum)

Initiatives from nominee's career that can be considered Innovative and/or unique and how they contributed to improved management and programs..

IV. Leadership Activities (10 Points Maximum)

Activities and outcomes demonstrating nominee's leadership effectiveness.

V. Community Service (10 Points Maximum)

Activities that illustrate community involvement and commitment to community service.

**** The complete definition of requested information is located on the AACPM Henning Award Nomination Form, which accompanies this document.**

AMERICAN ACADEMY OF CERTIFIED PUBLIC MANAGERS®

HENNING CHAIRPERSONS & RECIPIENTS

	<u>Chairperson</u>	<u>Recipient</u>
1989-90	NA	Nancy E. DeWitt (LA)
1990-91	Nancy E. DeWitt (LA)	Paulette Laubsch (NJ)
1991-92	Paulette Laubsch (NJ)	Bobby Ann Clark (LA)
1992-93	Bobby Ann Clark (LA)	Richard Blake (NJ)
1993-94	Richard Blake (NJ)	George C. Askew (GA)
1994-95	George C. Askew (GA)	Margaret J. Bailey (NC)
1995-96	Margaret J. Bailey (NC)	George C. Banks (FL)
1997	George C. Banks (FL)	Ed Phillips (NC)
1998	Ed Phillips (NC)	Patricia Hagler (NC)
1999	Patricia Hagler (NC)	Diana Schouest (LA)
2000	Diana Schouest (LA)	Haywood Poole (NC)
2001	Haywood Poole (NC)	Craig D. Odekirk (UT)
2002	Craig D. Odekirk (UT)	Barbara Pepper (MS)
2003	Barbara Pepper (MS)	Thomas H. Patterson (LA)
2004	Thomas H. Patterson (LA)	Larry P. Totten (KY)
2005	Larry P. Totten (KY)	Ronald L. Buchholz (WI)
2006	Ronald L. Buchholz (WI)	Edward R. Burt, III (NC)
2007	Edward R. Burt, III (NC)	Kay N. Rogers (SC)
2008	Kay N. Rogers (SC)	Gail Gibson (LA)
2009	Gail Gibson (LA)	

**SUBJECT: DUTIES AND RESPONSIBILITIES OF THE PUBLICATIONS –
COMMUNICAITONS COMMITTEE**

Purpose. This committee is a working committee that shall oversee communications efforts of the Academy, including the publication of the Academy newsletter (*The CPM Connection*) at least semi-annually to disseminate information to the membership. The Committee will also oversee and maintain the Academy web site, as well as other Academy publications, such as the membership brochure.

Committee chair. The chair of the committee shall be the Member-at-Large for Conferences & Communications.

Committee members. The committee shall be selected by the Chair and approved by the Board of Directors.

The Chair of the Committee may determine that two sub-committees of the Communications Committee is desired, one to focus on the ongoing production of The CPM Connection, and one to focus on the Academy web site and other electronic means of communication.

Prior Approval. Each publication must be reviewed and approved by the Communications Committee prior to its publishing.

The CPM Connection

Suggested newsletter publishing dates and contents. Publication of The CPM Connection is generally scheduled for once each quarter (March, June, September, December), but may change as circumstances require. A list of topics to be included as appropriate:

- President's Message (include photograph)
- Treasurer's Summary
- Board of Directors Messages
- Henning Award winner announcement (first edition after Conference)
- Scholarship Award winner announcement (first edition after Conference)
- Synopsis of House of Delegates meeting (first edition after Conference)
- Election of New Academy Officers (first edition after Conference)
- Consortium update
- Announcement of upcoming AACPM Conferences
- A summary of Society status reports
- Committee activity column
- Report summaries from Society (if any)

- Call for Henning nominations (include form outline) (two editions prior to conference)
- Call for Scholarship applicants (include form) (two editions prior to conference)
- Minutes of mid-year Board meeting (unofficial)
- Call for Board of Directors nominations (include form) (two editions prior to election)
- Candidates Feature & Statements prior to Election (first edition prior to Conference & Election)

All articles should contain contact information given for the authors.

Other topics. Additional topics may include articles of interest, special events, a message from the President-Elect, minutes from joint meetings of the Academy and Consortium, highlights of prior AACPM annual conference, special recognition of an individual, group, or project, etc.

Newsletter distribution.

- The CPM Connection is prepared in a fully electronic version and distributed by the Academy via e-mail notification to local Society leaders and posted on the Academy web site. For those Academy members who do not have Internet or e-mail access, hard copies of the newsletter are printed and sent by U.S. Mail.
- The Treasurer prepares labels as needed for those members desiring printed copies. These should be forwarded to the person/vendor responsible for mailing prior to each newsletter mailing.
- Sufficient copies are printed for mailing to all members in good standing plus additional copies for distribution by the President and Society Presidents.
- An original invoice should be forwarded to the AACPM Treasurer by the vendor or through the Member-at-Large for Conferences and Communications for payment.
- A PDF version of each newsletter should be prepared and submitted to the AACPM Secretary for the archives of the Academy.

Formatting recommendations for hardcopy printing.

- Use 11" X 17" Springhill 28 lb. ivory offset or equivalent paper.
- Center AACPM logo at top of newsletter in teal (PMS 322) ink. (if color printing is utilized)
- Print text in black ink in a Times New Roman font (size may vary to fit articles).
- Return address. A preprinted return address should be included in the design of the newsletter.
- Use columnar layout (i.e., newspaper style) with left or full justification in body of newsletter for ease of reading.
- Fold and staple bind 11" X 17" sheets to produce booklet of 8 1/2" X 11" pages. The layout should be in multiples of four pages each to allow for binding. The Publications Chair may consider the inclusion of an insert sheet if necessary. If an insert is used, then the newsletters must be tabbed to seal them. Staples may not

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be used to seal the mailing. It is recommended that newsletters be tabbed in any event.

- Include volume and issue number. Volume numbers (Roman numeral print style) change each year. Issue numbers (digit style) designate the number of editions printed each year (i.e., No. 1 for the first issue of the calendar year; No. 2 for the second issue, etc).
- Use page numbering.

Call for articles. Communications Committee Chair will cause a schedule for submission of articles to be created and distributed to AACPM Board members, Society leadership and the CPM Consortium Director at the beginning of each year. Submission of articles should be in electronic format to ease collection and publication.

BROCHURES

These tri-folded pamphlets shall be prepared and distributed by the Communications Committee to Academy members and other interested parties for the purpose of endorsement and promotion of the Academy.

With each print order, paper quality, colors, type style and format of the previous order should be repeated. Any deviation from previous specifications shall be approved by the Board.

Format/Text. Specifications are as follows:

- Use 8 1/2" by 11" white parchment paper of thick bond, preferably recycled.
- Ink used shall be teal (PMS 322) and gold ink.
- Print in landscape format. Prepare text in panels/columns (three per page) to allow for a tri-fold document.
- Arrus type font of various sizes shall be used throughout document.

The following details the layout and information contained in the current Academy brochure:

- Panel A:
 - List Board of Directors. Include TITLE, address, telephone and fax numbers, and e-mail addresses.
 - Show recycled logo and the phrase "Printed on Recycled Paper" at bottom. (Optional if recycled material is utilized)
- Panel B:
 - Place logo and Academy name similar to a return address on an envelope. Also include Academy web site address.
- Panel C (Cover):
 - Place AACPM logo at top of brochure.
 - Center Academy name in bold print.

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Print "An association of management professionals dedicated to excellence in government." at bottom.

Center Academy web site address at the bottom.

- Panels D, E and F (Inside panels / Body):
Provide the following: description of the Academy; membership requirements; membership benefits; the Academy's purpose; Code of Ethics, professional development & member society jurisdictions; and Askew and Henning Award descriptions.

Printing.

- Each Society and the Consortium may be asked to provide an estimate of the number of brochures it needs.
- Print a sufficient number of copies based on previous orders and anticipated needs.
- The Communications Committee is responsible for purchasing item, and should seek lowest cost available and present to the Board for approval of purchase.

Distribution.

- All brochures shall be shipped to the AACPM Member-at-Large for Conferences & Communications.
- The Member-at-Large for Conferences & Communications shall send brochures to each Society, to the Consortium, and others upon request. As these are a cost item with limited supply, requests should be for minimal quantities and specific uses.

[AACPM Web Site](http://www.cpmacademy.org)
www.cpmacademy.org

Suggested Web Site contents. The AACPM web site should be considered the premier, ongoing communications tool and information resource for Academy members, society leadership and other interested parties. It is recognized by these SOPs that the technology in this arena is always evolving, and may necessitate variations from these general provisions. A list of topics and materials to be included on the web site include, but are not limited to:

- **Governance** (Constitution & By-Laws; Strategic Plan; Code of Ethics; AACPM Board; Societies; House of Delegates; Consortium; Proceedings; Six-Year Plan; Services & Benefits Matrix.
- **Publications:** Newsletters; The History of the CPM; AACPM Annual Reports (and links to Societies Annual Reports); Brochure; Survey & Studies
- **Stars:** Henning Award Recipients; Askew Award Recipients; Wilkinson Scholarship Recipients
- **Activities:** Current Conference Schedule; Past Conferences
- **Links:** Member Societies; National CPM Consortium; Local CPM Programs

- **Members Only:** Membership Database
- **Amazon.com Link** for Purchases (Member Benefit)

Web Site Maintenance. To ensure a professional presentation and image, the Academy may contract with a vendor to provide web site design and maintenance services for the Academy web site. The ongoing efforts to maintain the Academy web site will be done through the Communications Committee. In this process, the Communications Committee Chair shall serve as or shall designate an AACPM Web Master to serve as the point of contact between the Academy and the selected vendor.

Web Site Postings. To ensure topical material is posted to the Academy web site, the AACPM Board has generally agreed that not more than two years worth of Academy newsletters will be maintained on the Academy web site. Further, the same two-year cycle for the minutes of the AACPM Board of Directors and the AACPM House of Delegates will be used.

Other Communications Services

The Academy recognizes it may need or want to develop other communications services and vehicles to better serve its members in a timely manner, such as the potential development of an electronic communications system connecting member society leaders and the AACPM Board with each other; the potential development of broadband or other electronic means of recording and/or sharing programs or information; or the potential recording of various programs and workshops at the annual AACPM Professional Development Conference for future use by the Academy or member societies as some examples.

The Communications Committee shall be the lead for these projects on behalf of the Academy. The Member-at-Large for Conferences and Communications shall be the responsible position for these efforts, subject to the approval of the AACPM Board for general purpose and budget allocation as may be required.

AMERICAN ACADEMY OF CERTIFIED PUBLIC MANAGERS®

COMMUNICATIONS CHAIRPERSONS

	<u>State</u>	<u>Chairperson</u>
1989-90	New Jersey	John Maroney
1990-91	Oklahoma	Pat Hernandez
1991-92	Florida	Sharon Kraus
1992-93	North Carolina	Vivian B. Lord
1993-94	Georgia	Charles DuChane
1994-95	Louisiana	Chuck Handrich
1995-96	Mississippi	Mary Robinson
1997	Oklahoma	Pat Hernandez
1998		
1999	Louisiana	Diana Schouest
2000	Florida	Dennis J. Magee
2001	Arizona	Jeffrey A. Kramer
2002	Arizona	Jeffrey A. Kramer
2003	New Hampshire	William G. Herman
2004	New Hampshire	William G. Herman
2005	Arizona	Gregory D. Hyland
2006	Arizona	Gregory D. Hyland
2007	Arkansas	Rebecca J. Bryant
2008	Arkansas	Rebecca J. Bryant
2009	Mississippi	Barbara C. Pepper
2010	Mississippi	Barbara C. Pepper

SUBJECT: DUTIES AND RESPONSIBILITIES OF THE SCHOLARSHIP COMMITTEE

About the Scholarship. On April 23, 1994, members of the House of Delegates unanimously voted to name the Academy's annual scholarship the Fran L. Wilkinson Memorial Scholarship, as a token of remembrance, affection and esteem. Fran was a leader in the CPM Program at the state and national level, serving as President of the Georgia State Society in 1983 and chair of the National CPM Consortium in 1987. Fran died June 6, 1990, at an early age, as the result of a ruptured aneurysm. The Academy will remember her through this memorial scholarship, which will provide awards annually to deserving students who plan a career in public service.

This scholarship was developed in support of one of the objectives of the American Academy of Certified Public Managers[®] - *"to promote a high professional, educational and ethical standard in public management"*.

Purpose. This is an empowered committee responsible for administering the Academy's Fran Wilkinson Scholarship application process and selecting recipients.

Scholarship/award. Up to two scholarships can be awarded yearly. Each recipient shall receive a \$750 scholarship. A check from the Academy will be made payable to the scholarship winners for their educational pursuits.

Committee members and Chair. The committee shall be composed of a minimum of three and a maximum of five members from different Societies. Members shall be appointed by the Academy President; it is preferred that they be previous scholarship winners, especially the Chair. Committee Chair is responsible for submitting newsletter articles announcing the scholarship application process and after the annual meeting an article for the newsletter announcing the winner(s). At the end of their term the Chair shall pass on copies of all application forms and evaluation tools to the incoming Chair.

Application process and timetable of events.

4 months prior to Annual Meeting Committee issues call to Societies for scholarship applicants; sends guidelines and application forms to Society Presidents and posts information on AACPM web site.

2-3 months prior to Annual Meeting Committee receives applications. Applications postmarked or faxed after the due date will not be considered.

1 month prior to Annual Meeting Committee reviews applications and selects scholarship recipients.

Annual Meeting Committee Chair or Board announces scholarship/award recipients.

Applicant eligibility. Applicants will be members of the Academy in good standing.

Reapplication. The scholarship shall be for one year. A scholarship recipient may apply again in subsequent years.

Criteria for nomination. An applicant must:

1. Have GPA of 2.5 or better, where applicable.
2. Submit an application form or an electronically generated equivalent, which includes the following information:
 - (a) Applicant statement explaining why he or she is a deserving candidate.
 - (b) Applicant's career goals that will be aided by completing this degree advanced degree program.
 - (c) Applicant statement describing financial need and the source of his or her tuition for the year.
 - (d) Applicant's comments on how the scholarship award will be used.
 - (e) Applicant's summary of his or her participation in community, civic, and professional organizations. Commentary should highlight any leadership roles in each of these endeavors.
3. Submit two letters of recommendation.
 - (a) One letter from a CPM indicating the applicant's leadership activities and adherence to the canons of public service.
 - (b) One letter from a supervisor or department head indicating the benefits of this education to the employee, the organization, and the public.

Evaluation Criteria. The following criteria shall be used for scoring applications:

1. Scholarship (GPA/Course Load) 7 points possible:
 - GPA over 3.0 3 points
 - Working full time while enrolled 1 point
 - Completed one or more terms already in program 1 point
 - Professional certification 2 points

2. Financial Need 7 points possible:
 - Three points for moderate financial need.
 - Additional points (up to 4) for high need.

3. Community Service/Leadership 6 points possible:
Three for low involvement.
Additional points (up to 3) for leadership role(s)
4. Recommendations 6 points possible:
- Recommendation from supervisor or manager 2 points
 - Indicates education will benefit employee 1 point
 - Indicates education will benefit organization 1 point
 - Indicates commitment to public service 1 point
 - Indicates leadership qualities of applicant 1 point
5. Quality of application 4 points possible:
Two for basic clarity
Additional points (up to 2) for being succinct, error-free, neat and professional

In setting these evaluation criteria, it is necessary to keep the pool of potential applicants broad so as to serve the general public good and to not give preferential treatment to applicants on the basis of their AACPM/Society leadership positions. This, in part, was the basis on which the IRS granted the Academy tax-exempt status in 1993 and must be adhered to in the future should these criteria be changed.

Records Retention. Applications and associated records shall be turned over to the Secretary for filing in the Academy archives within 30 days of the Annual Meeting at which the winner(s) are announced.

AMERICAN ACADEMY OF CERTIFIED PUBLIC MANAGERS®

SCHOLARSHIP CHAIRPERSONS & RECIPIENTS

	<u>Chairperson</u>	<u>Recipient</u>
1991-92	Myrtle H. Pettit (LA)	Not Available
1992-93	Myrtle H. Pettit (LA)	Not Available
1993-94	Myrtle H. Pettit (LA)	Mary Brewington (OK)
1994-95	Jay B. Edwards, Sr (FL)	Charles Handrich (LA)
1995-96	Bonnie J. Weaver (AL)	Sharon Lee (LA)
1997	Bonnie J. Weaver (AL)	Sharon Lee (LA)
1998	Barbara Vagenas (GA)	Pat Ashford (MS)
1999	Marsha Gaffney (AZ)	Carrie Rohr (OK)
2000	Paula Lansdon (AL)	Jennifer Crosby (SC)
		Shelley Lee (AR)
2001	Carrie Rohr (OK)	Ronna Owens (MS)
		Margo George (AZ)
2002	Carrie Rohr (OK)	Barbara Taft (OK)
		Steve Mastro (NC)
2003	Steve Mastro (NC)	Gloria Rennels (OK)
		Ron Stallworth (UT)
2004	Steve Mastro (NC)	Nicki Master-Butler (MS)
		Ronald S. Volkerding (OH)
2005	Steve Mastro (NC)	Torry L. Edwards (TX)
2006	Barbara Taft (OK)	Gregory D. Hyland (AZ)
		Deidra Jones (FL)
2007	Barbara Taft (OK)	Patrick Brown (KY)
2008	Barbara Taft (OK)	Julianna Carvi (OH)
		Rebecca Conley (KY)
2009	Barbara Taft (OK)	

**AMERICAN ACADEMY OF CERTIFIED PUBLIC MANAGERS®
20XX WILKINSON SCHOLARSHIP APPLICATION**

NAME OF APPLICANT: _____
ADDRESS: _____

CONTACT: Home Phone _____ Work Phone _____
Fax # _____ E-mail: _____

SOCIETY AFFILIATION OF APPLICANT: _____

COLLEGE/UNIVERSITY ATTENDING: _____
Hours completed _____ Hours remaining _____ Current GPA: _____

LEVEL OF STUDY: Undergraduate _____ Graduate _____ Doctorate _____

POSITION (if currently a public employee): _____
For (agency name): _____
Years: _____ Full time: Y N

INFORMATION NARRATIVE TO ACCOMPANY APPLICATION

Please submit information in response to the following questions:

1. What are your career goals?
2. Describe how this course of study/degree will help you reach these goals and increase your ability to serve the public.
3. Describe why you feel you are deserving of a Wilkinson scholarship.
4. Describe your level of financial need of scholarships to assist in providing for educational costs.
5. How will you use this scholarship?
6. Describe your participation/contribution in community, civic, and professional organizations.
7. Highlight your leadership activities in these organizations. Include roles and periods of time in these leadership roles.
8. List any currently held academic degrees.
9. Provide information on the degree program being pursued.

Submittal of the above information must not exceed four (4) pages, no smaller than font size 11.

TWO LETTERS OF RECOMMENDATION MUST ALSO BE SUBMITTED

Each letter should be no longer than 2 pages single-spaced, no smaller than font size 11.

1. One letter of recommendation from another CPM indicating your leadership activities and adherence to the canons of public service
2. One letter of recommendation from a supervisor or department head indicating the benefit to the organizations, the employee, and the public of the pursuit of this educational goal.

APPLICATIONS MUST BE POSTMARKED NO LATER THAN (MM/DD/YY) AND RETURNED TO:

(Name of Committee Chair), Chair
Scholarship Award Committee
(Address to which applications are mailed)
(City/State/Zip)

Phone: xxx-xxx-xxxx
Fax: xxx-xxx-xxxx
Email: xxxxxxxxxxxxxx@xxxxxxxxxxxxxxxx

SUBJECT: DUTIES AND RESPONSIBILITIES OF THE CONFERENCE COMMITTEE

Purpose. This committee performs a dual purpose by providing experienced input from Societies who have just recently held Conferences and also by exposing those who are responsible for future Conferences to the intricacies of the process. This Academy-level committee, and by extension its local Host Society counterpart, is required to seek approval from the AACPM Board in those areas that most directly affect the overall financial position of the Conference, the Host Society, and the Academy, such as approval of the Conference budget (which by definition includes routine financial reporting) and a review of contracts and other documents which obligate Academy funds.

Committee chair. The current President-Elect/Conference Chair shall chair the AACPM Conference Committee and performs oversight of the Conference planning and coordination activities. The incoming President-Elect/Conference Chair will assume this responsibility at the beginning of their term of office. The Chairperson will work closely with the Host Society Committee Coordinator and will provide frequent updates to the Academy Board regarding Conference planning. The Board Member-at-Large for Conferences & Communications will assist the President-Elect/Conference Chair in these activities by providing support for those Conferences scheduled more than two years out.

Committee members. The committee shall consist of the President-Elect/Conference Chair, the incoming President-Elect/Conference Chair, the immediate Past President, the Member-at-Large for Conferences & Communications, one representative from the current host Society, one representative from each of the past two host Societies, and one representative from the next three consecutive host Societies. Other Fellows selected by the committee chair may be included if desired, however, an overly large committee is not recommended.

Host Society Selection. The annual conference shall be hosted by a Society selected by the Academy Board and the theme, program content, and speakers shall reflect the national nature of this conference. Any Society that is a member of the AACPM is eligible to host the conference. A Society that wishes to be considered should submit a written bid to the AACPM Board at least three years prior to the year in which it wants to host the conference. The AACPM Board will review all bids, accept a bid, and notify the selected Society President. It should be clearly understood by Societies that submission of a bid by the Society, when accepted by the Academy, obligates the entire Society.

Conference planning and management.

Timeline. A timeline is included, as a part of this SOP, to provide guidance on activity milestones for each Conference. Referral to this timeline is made throughout this SOP regarding conference activities.

Conference Title. For planning and promotional purposes, each conference event shall be known as the “American Academy of Certified Public Managers® XXth Annual Professional Development Conference”.

Conference Registration. There exists for use by the Host Societies an online Conference Registration System connected to the Academy website. Host Societies shall use this system for the purposes of registering and reporting conference attendees. Each Host Society will name one member of its Conference Committee to act as liaison between itself and the programmer for the purpose of updating the online information on events, activities, and fees between one Conference and the other. This should be done no later than nine (9) months prior to each Conference. The cost of updating the registration system on a year-to-year basis will be borne by the individual Conference.

Acceptance of Credit Card Payments – The provision for the use of credit card payment for conference registration fees by individual registrants will be included in the implementation of the annual professional development conference. The AACPM will be responsible for establishing an account with an appropriate firm for this purpose, and providing the Host Society with the appropriate information for use and access to same for the management of the conference. The AACPM has successfully utilized PayPal for this purpose, but may select other vendors for future use. Expenses that may be associated with the provision of such a service (i.e. – host fee charged by company or percentage of funds retained based on usage of service) will be considered an expense to be included in the conference budget.

Conference Fee Refund Policy – Within two weeks of the start date of the conference, no refund of conference and/or other related fees will be made unless there are extraordinary circumstances (natural disaster or family emergency) to justify the refund. Substitution of the registered member by another attendee is strongly encouraged in lieu of refunds. This policy is based on the understanding that fees paid to Pay Pal (3%) and/or credit card would be refunded through the system/card that was used allowing for a 100% refund, if the Host Society conference planning team is properly notified in writing that a person cannot attend.

Host Society Committee. After a Society is selected by the AACPM Board to host a Conference, the President of that Society will appoint a Coordinator. The Coordinator and Society President, in concurrence with that Society’s Board will solicit volunteers from the host Society to serve on the Host Society Committee. The Host Society

Committee Coordinator and Society President are jointly responsible for keeping the AACPM President and President-Elect/Conference Chairperson apprised of Conference progress including a weekly confirmed conference registration list at least eight weeks prior to the Conference.. The Host Society Coordinator and the AACPM Conference Committee Chair meet to agree on the conference activity milestones.

The Host Society Committee will be responsible for the following (this list, while extensive, is not to be considered as all-inclusive):

- Selecting site, with approval by the Academy Board
- Arranging for sleeping rooms, meeting rooms, planned meals and breaks
- Negotiating hotel and other contracts required in conjunction with AACPM President-Elect/Conference Committee Chairperson
- Planning and coordinating all social activities
- Bond Host Society Conference Treasurer
- Purchase minimum \$1,000,000.00 general liability insurance (AACPM will advance minimum of \$1,500.00 for this expense)
- Preparing a budget, for approval by the Conference Committee and Academy Board
- Proposing a conference theme and logo
- Arranging for CEU credit for participants
- Mailing Call for Presentations, using presenter's database and local sources with the AACPM President Elect/Conference Chair.
- Compiling responses and drafting a list of potential presenters from the database
- Finalizing list of presenters for general and concurrent sessions in conjunction with Conference Committee and contacting those which have been approved
- Negotiating with presenters as needed on fees, expenses, etc
- Mailing tickler card and conference registration brochure
- Preparing all conference handouts
- Providing conference registration desk and all personnel to staff it
- Facilitating the conference sessions
- Preparing a Conference and Speaker/Presenter Evaluation and Review Report
- Coordinating transfer of state flags to subsequent year's Host Society at the conclusion of the House of Delegates meeting
- Arranging for equipment for subsequent Host Society's presentation and invitation at the closing session
- Arranging for displays, tables, etc. needed by AACPM Ways & Means Committee and other host Society's for marketing future conferences

Some suggested Host Society Committees include:

- Site and Conference Logistics – Coordinates site and dates, theme, logo and handouts; contracts and negotiates with conference hotel. All items are subject to final approval by Conference Committee and/or Academy Board, including joint

signatures on hotel contracts. Any subsequent additions/deletions/major changes to original joint approvals/signatures also require joint approval/signatures.

- Program Planning, Coordination and Budget – After approval by the Conference Committee and/or Academy Board, coordinates with presenters for audio-visual equipment and lodging needs, and develops a budget. This committee can also be responsible for obtaining the CEU credit.
- Registration – Establishes a bank account separate from the Society for conference registration receipts and disbursements; responds to phone calls and requests from potential registrants; maintains a database of registrants using the online Conference Registration System; sends out registration confirmation (electronic or otherwise) of registration to attendees; collects, deposits and accounts for all registration receipts; writes checks; provides financial reporting on an as-needed basis; coordinates on-site registration; makes name badges; distributes registration materials; and prepares a final tally of registration receipts and expenses to be presented to the Host Society Coordinator.
- Marketing and Public Relations – Develops graphic design and text for all promotional materials, including Conference tickler card and brochure(s); prepares newsletter articles; seeks various avenues for publicity; orders conference signage; obtains promotional give-aways for door prizes; mails out all tickler cards and conference registration brochures.
- Activities, entertainment, food, beverage and transportation – Arranges for a designated airline and car rental company for conference attendees; plans conference meals, including the AACPM Presidents Luncheon and Awards Banquet; coordinates on-site and off-site activities where appropriate; arranges entertainment; schedules shuttle services for speakers.
- Exhibitor and sponsor coordination – Contacts and signs up exhibitors; solicits sponsorships for various events; arranges for exhibitor set up (i.e., booths, tables, piping and draping, etc); and coordinates the receipt of all exhibitor fees to be submitted to the Host Society Coordinator or designated budget coordinator.

Approval of Conference-related matters. The Host Society Committee Coordinator and/or Host Society President shall update the AACPM Conference Committee Chair on pertinent conference matters, as specified in this SOP. The AACPM Conference Committee Chair shall, in turn, obtain appropriate concurrence/approval from the Conference Committee and/or from the Academy Board on required issues throughout the planning process. Prior approval is required before entering into contracts on behalf of the Academy.

Conference Date and Site. The Host Society Committee will make a recommendation to the AACPM Conference Committee for the conference date and site at least two to two and one half years in advance of when the conference is to be held. Availability of sufficient sleeping and meeting rooms and overall locale costs are factors to be considered when recommending a date and site for the conference. After the AACPM Board reviews and approves the date and site, the Host Society Committee will negotiate the final contract details with the hotel. As this contract obligates the Academy as well as the Host Society to certain financial obligations, the Academy President will sign the contract in addition to the Host Society Conference Coordinator and/or Society President. Any subsequent additions/deletions/major changes to contracts must also be co-signed by the Academy President.

The Host Society Committee will obtain reference information from the Conference hotel (what position in hotel should be contacted and how the file [Conference ID#] should be referenced) and forward copies of previous references and most current references to next Academy President-Elect/Conference Chair and next Host Society.

The Host Society will use historical data from previous conferences to determine the number of sleeping rooms to guarantee. The number of sleeping rooms actually reserved often determines whether there will be a cost for meeting rooms. If enough people register, the hotel may provide complimentary sleeping rooms. These rooms can be used by the President of the Academy, presenters and other invited guests, or as a hospitality suite to help lower the costs for the conference.

The accommodations for the AACPM President shall be a conference expense. The number of nights to be provided is equal to the number of days the educational portion of the Conference is in session, plus one. The Host Society will contact the President about reservation details. If complimentary rooms are unavailable, this room becomes a Conference expense.

Conference Theme and Logo. At least one year prior to the conference, the Host Society Committee will develop and propose a conference theme and conference logo and submit to the AACPM Conference Committee for approval. The AACPM Conference Committee will review the theme and logo with the Academy Board.

Continuing Education Units (CEUs). Validation of the professional development aspect of these Conferences is through the granting of CEUs for the educational sessions. This has proven to be invaluable to many attendees and, in many cases, is the reason they are allowed to participate in the conferences. Consequently, establishing CEU credit for the Conference must be considered as mandatory. These can often be obtained through the Host Society's CPM training provider or that of another Society. The Host Society Conference Committee is advised to discuss this issue locally and seek input from the AACPM President-Elect/Conference Committee Chair for previous sources.

Conference Attendance Rates – Historically, the Host Society has established two conference attendance rates for the registrants of the Annual Professional Development Conference. The regular attendance rate (both early and late registrations) by regular attendees, in addition to a lower Host Society member rate (both early and late registrations) in recognition of the work efforts of the members of the Host Society to hold the particular conference.

The Host Society shall also establish a CPM Retirees Conference Rate to afford an opportunity for Certified Public Managers® who have retired from their public sector positions and no longer have an employer who may cover their conference registration expenses a reduced rate that may encourage their continued attendance at annual conferences. The Retirees Conference Rate shall be set to cover all of the identifiable per person costs associated with the conference (i.e. - awards dinner; continental breakfasts; lunch if provided to all attendees, breaks, registration materials, opening reception, etc.) to ensure this rate is as close to a break even or cost neutral rate as possible for the conference. The specific rate will likely be different for each conference based on actual conference costs.

Conference Attendance Rates proposed by the Host Society shall be reviewed and approved by both the Academy Conference Committee and the Academy Board of Directors, with the Board having final authorization.

Budget and Financial Reporting. The Host Society Committee is responsible for drafting a budget, using the AACPM budget format provided as part of this SOP, that will be considered by the AACPM Conference Committee and the AACPM Board no later than one year prior to the Conference dates. On or about six months prior to the Conference, an updated budget, with current revenues/expenses and projections, will be submitted to the AACPM President-Elect/Conference Committee Chair for appropriate distribution.

The Host Society Coordinator will submit a detailed budget that lists the costs of speakers, printing, postage, meals, equipment rental, etc. The budget should include mandatory items with associated costs based on the local going rate for printing, audiovisual, room rentals, etc. The budget must also include a line item for any consultant fees for meeting planning services. If the Host Society suggests such services, the AACPM Conference Committee and the Academy Board shall approve expenditures for meeting or conference planning services prior to the Host State Committee signing a contract with the vendor.

The Host Society Committee will set the fee for the House of Delegate (HOD) meeting to cover all identifiable costs of having the HOD meeting, except the room rent and the sound equipment rental which shall be covered by the AACPM.

In general, all financial records and reporting will be maintained in accordance with the

AACPM Conference budget format and generally accepted accounting practices.

Conference Profit/loss. A net Conference profit will be shared equally (50% - 50%) between the Academy and the local Host Society. A net Conference loss will be shared as follows: 75% to the Academy and 25% to the host Society.

Conference Committee Start-up Funds. The Academy Treasurer is authorized to issue an advance of \$2,000 to the Society hosting the Annual Conference to fund start-up costs of the conference upon request being made by the Host Society Coordinator to the Academy President. Advance shall be made no more than eighteen (18) months prior to the Conference date. This advance is to be repaid prior to the distribution of conference profits or losses. Amounts in excess of this \$2,000 must be reviewed and approved by the AACPM Board.

The Host Society may itself be in a position to advance its own funds to the Conference Committee as well. Should this occur, the Host Society Committee Coordinator shall advise the AACPM Conference Chair of the amount advanced. As with the Academy advance, repayment of this amount to the Society is to be done prior to the calculation of profit/loss. Neither advance shall be repaid prior to the payment of all other outstanding debts.

In addition, the AACPM will be responsible for securing and paying for the necessary liability insurance coverage's that are associated with the hosting of the annual professional development conference. These costs will be included in the budget for the annual conference, and will be considered an additional advance by the AACPM to the Host Society beyond the \$2,000 mentioned above. This is also an advance to be returned to the AACPM when the closeout of the conference finances is calculated between the Host Society and the AACPM.

Vendor Sponsorship or Donations. The Host Society will ensure that any solicitation or receipt of sponsors or donations, vendor sponsorship of AACPM activities at the annual conference, donations to registrants' gift packages, donation of vendor time as presenters, or any other activities associated with normal Conference activities are in compliance with any and all state or local ethical restrictions on such activities. Any cash donations by vendors or other for-profit organizations, which exceed \$500 for purposes other than normal Conference activities, shall be reviewed and approved by both the Academy Bylaws and Ethics Committee and the Academy Board of Directors, with the Board having final authorization.

Historically, some Host Societies have sought sponsorship for all conference activities and events while others have sponsors for special events only and cover the majority of conference expenses with registration fees. After the conference, a letter thanking sponsors for their participation should be sent by the Host Society Conference Coordinator.

Call for Presentations. The AACPM President-Elect/Conference Chair will develop program tracks and topics for the Conference based on the approved theme. No later

than eleven (11) months prior to the Conference, the AACPM President-Elect/Conference Chair will disseminate a Call for Presentations to Society Presidents, Consortium members, those persons listed in the Presenters Database, and other appropriate persons. The speaker responses will be returned to the Host Society Conference Coordinator who will consolidate, develop a summary sheet for rating the program submissions, and distribute to the AACPM President-elect/Conference Chair and AACPM Conference Committee.

Each presenter who wishes to be considered must submit an abstract and other materials as specified in the sample "Call for Presentations" which is an attachment to this Procedure.

Presenters. The President-Elect/Conference Chair may arrange a conference call to review responses with the AACPM Conference Committee. The Committee will evaluate and make recommendations on speakers by no later than 7 months prior to the next conference. This Committee will review the credentials of the proposed presenters before the Host Society Committee makes any commitments. In many instances, Committee members will be able to provide a reference for a presenter, especially, if that person has presented at previous conferences. References and other information may also be found in the presenters database.

Following this selection process, the AACPM Conference Committee will provide guidance on final speaker selections and authorize the Host State Committee to proceed with contacting and negotiating with the presenters. Prior to making any formal commitments, the Host State Committee will communicate back to the AACPM Conference Committee for recommendations on presenters, which will include all costs and other considerations for each presenter. At this time, the Host State Committee will proceed with developing a final agenda for the conference.

The AACPM Conference Committee should present a formal report on presenters to the AACPM Board routinely or on or about 7 months prior to the Conference. This report should include the budget, draft agenda, etc.

Selected presenters should be contacted, at the very least, 8-10 months before the conference. Included in this written contact will be their Contract/Agreement to Present, which should be returned to the Host State Committee no later than 6 months prior to the Conference. The Host Society Committee is also responsible for notifying persons not selected of the decision in a timely manner, and for updating the presenters database with determinations made.

The Host Society Committee should confirm the schedule with the speakers in writing as soon as the AACPM Conference Committee has approved the proposed agenda. It will also be responsible for discussing expenses and travel arrangements with speakers. Follow-up contact should be made with each presenter at least 30 days before the conference confirming the date, time and other details for the presentation.

Every effort should be made to solicit presenters from all parts of the country, including keynote speakers. It is suggested that at least 1/3 of the invited presenters be from outside the host state.

For clarification, a “keynote” speaker is someone with exceptional credentials that will add flavor, importance, or impact to the conference theme. This person should provide something that makes the participants feel good about having listened to the speaker, for coming to the conference, and for being a member of either AACPM or the host state organization. Keynote speakers should be carefully chosen and strategically placed within the agenda for impact and to create bridges between portions of a day or portions of the conference.

If the Host Society feels strongly about a certain very qualified, famous, notable speaker and wants to use this person as Conference keynote, a special request should be made to the Conference Committee and they should include a line item in the budget request for the conference

Information on the selected presenters, including topics presented, shall be entered into the Presenter Database and provided to the next Host Society Committee at the conclusion of the current Conference.

Conference Notification. The Host Society Committee shall develop and mail a teaser card no later than six (6) months prior to the Conference. Committee should also begin designing the official conference brochure/registration packet five not later than (5) months prior to the Conference and should obtain approval from the Conference Committee for the printing in order for the mailing to be distributed by no later than four (4) months prior to the Conference.

The Host Society is responsible for publicizing the conference in the AACPM Newsletter, on the AACPM website, and other appropriate media.

Flags. A flag from each Academy Society state will be displayed in the room designated for keynote addresses, general sessions and awards banquet. A flag ceremony will be scheduled as part of the opening ceremony for the Conference, which may include newly admitted Society states. Flagpoles will be provided to facilitate the acceptance and display of these flags.

The Academy President is responsible for contacting newly admitted Societies to obtain their state flags in an appropriate size. These will typically be 3'x5' indoor flags. The Host Society Coordinator or designee is responsible for transferring the flags to a representative from the subsequent Host Society at the conclusion of the House of Delegates meeting. If this is not feasible, the Host Society will pack and ship the flags to the appropriate Society President no later than two weeks after the Conference. A copy of shipping information will be provided to the Academy Secretary for tracking purposes.

Society Gift Items. Recent tradition has provided for Societies to bring a collection of gifts representing their locale to the Conference for use as giveaway/silent auction prizes during the Conference. "Baskets" of items should not be so large as to cause a problem with winners getting them home, especially for those traveling by air. Multiple gift items are acceptable and the representative nature of the gift should remain; however, a new emphasis on "airportability" should also be considered.

The AACPM President-Elect/Conference Chair will send a reminder letter requesting giveaway items to each Society President, along with shipping instructions, about forty-five (45) days prior to the Conference.

Conference Proceedings. The Host Society is responsible for printing and distributing the agenda and handouts for the conference. This is usually handled as part of the registration. A variety of formats can be used including manuals and notebooks. Whatever format is used, handouts should be prepared to provide attendees with conference information and speaker materials. The handouts should include at a minimum: a cover page, a conference agenda, an evaluation form, a list of sponsors, biographical information on speakers, and a list of attendees.

Conference and Presenters Evaluation. The Host State Committee will be responsible for developing a Conference and presenters evaluation form. Within 60 days of the end of the Conference, the Host Society Committee will compile Conference and presenter evaluations and produce a report with recommendations for submittal to the Board, through the AACPM Conference Committee, and to the upcoming Conference Host Societies. A minimum of four (4) originals is therefore required: one to the AACPM President; one to the AACPM President-Elect/Conference Chair; and one each to the Host State Chairs of the next two Conferences. This information will be noted in the presenters database and should be considered when planning other Conferences.

The Host Society Committee will also be responsible for doing a summary of the Conference and special presentations for the first AACPM Newsletter published after the conference. This will provide those who are unable to attend the conference with some specific information about the presentations.

Conference Financial Closeout Summary. In addition to the Conference/Presenters Evaluations, and no later than six months after the Conference, the Host Society is responsible for compiling and submitting a Conference Financial Closeout Report to the Board. (A sample of this report is contained in SOP 11.74.) Report will detail attendance, revenue/expenses, actual performance based on original budget projections, problems/recommendations, and any other issue that the Host Society wishes to communicate to the Board. The report is required to document the accounting of all Conference financial transactions to the Academy and is useful to subsequent Societies in planning future conferences. A minimum of five (5) originals is required: one to the AACPM President, one to the AACPM Treasurer with the accompanying proceeds check; one to the AACPM President-Elect/Conference Chair; and one each to the Host Societies Chairs of the next two Conferences.

In addition, the Host Society will include the following information in the Closeout Reports:

- Sample Call for Presentations
- Sample summary sheet for evaluating speakers
- Sample letter of confirmation to speakers
- Sample rejection letter to speakers
- Sample tickler card
- Sample conference brochure with registration form
- Sample confirmation sheet to speakers
- Sample conference evaluation form
- Sample thank you to speakers
- Sample thank you to sponsors/contributors/exhibitors
- Sample conference budget
- Sample profit/loss statement

Awards Banquet. As part of the planning process, the Host Society Committee will be responsible for scheduling the Awards Banquet with the hotel and arranging for the room and meal. The AACPM Board will develop the program for the banquet; the Host Society Committee is responsible for the printing. General banquet information should be included in the registration brochure.

Preview of Upcoming Conference Site. The following year's Host Society will be allotted time to make a presentation and issue the official Conference invitation at the end of the closing general session. This subsequent Host Society should communicate with the current Host Society no later than three (3) months prior to the Conference regarding this presentation; discussion should include equipment needed and available at the current Conference site as well as room layout and logistics. A/V equipment requested to facilitate this will be provided from the current year's conference budget and should be part of the routine budget planning process. With the understanding that

the next year's Conference must have primary billing, all future Host Societies will be permitted to promote their sites through other marketing methods including static displays, handouts, giveaways, hospitality rooms, etc. Priority for granting space and time during the agenda will be given to the states hosting conferences in order of occurrence.

Special Events and Special Meetings. A number of special events and meetings will be scheduled during the conference. The Host Society will be responsible for arranging for appropriate space and should work with the appropriate parties listed for each meeting in scheduling these events and meetings. These special events and meetings may include:

AACPM Presidents Meeting – President-Elect/Conference Chair coordinates this meeting; sends out invitations and ensures an opportunity for the Society Presidents to meet their counterparts from other societies. The Academy President and other Board members may discuss pertinent Academy activities.

AACPM Strategic Planning/Call for Issues/Orientation Sessions/Meet the Candidates – the President-Elect/Conference Chair will coordinate the space requirements for these events with the Host Society as they are planned for specific Conferences.

- AACPM Awards Banquet - The Awards Banquet provides a forum at which the achievements of Academy members are recognized. The agenda items are coordinated with AACPM President; the Host Society selects the menu, arranges entertainment (if any), coordinates room set up, and produces and distributes the banquet program, as provided by the AACPM President.
- AACPM House of Delegates Meeting – The business meeting of the Academy is coordinated with AACPM President.
- Consortium Committee Meeting; Business Meeting; Roundtable; Orientation for new Members - These four (4) meetings are coordinated with the Chair of the Executive Council/Consortium Administrator.

Conference Site Visitation. The President-Elect, with permission from the Board, is authorized to perform a site visit to the location of the Conference for the year in which they are President.

AMERICAN ACADEMY OF CERTIFIED PUBLIC MANAGERS®

CONFERENCE CHAIRPERSONS & SITES

	<u>Chairperson</u>	<u>Sites</u>
1989	Bobby Ann Clark (LA)	Baton Rouge, Louisiana
1990	Paulette Laubsch (NJ)	Princeton, New Jersey
1991	Margaret J. Bailey (NC)	Raleigh, North Carolina
1992	George C. Askew (GA)	Savannah, Georgia
1993	George C. Banks (FL)	Orlando, Florida
1994	Nancy E. DeWitt (LA)	Oklahoma City, Oklahoma
1995	Barbara H. Vagenas (GA)	Little Rock, Arkansas
1996*	Craig D. Odekirk (UT)	Louisville, Kentucky
1997	Lewis J. B. Logan (OK)	Salt Lake City, Utah
1998	Mary P. Robinson (MS)	Biloxi, Mississippi
1999	Dennis J. Magee (FL)	Baton Rouge, Louisiana
2000	Thomas H. Patterson (LA)	St. Petersburg, Florida
2001	Kay N. Rogers (SC)	Scottsdale, Arizona
2002	Larry P. Totten (KY)	Atlantic City, New Jersey
2003	Ronald L. Buchholz (WI)	Charleston, South Carolina
2004	Debbie J. Smith (OK)	Topeka, Kansas
2005	William G. Herman (NH)	Manchester, New Hampshire
2006	Ronald L. Buchholz (WI)	Louisville, Kentucky
2007	Gregory D. Hyland (AZ)	Madison, Wisconsin
2008	Stephen J. Mastro (NC)	Columbus, Ohio
2009	Joyce Doakes-Smith (OK)	Orlando, Florida
2010		Oklahoma City, Oklahoma
2011		Salt Lake City, Utah
2012		South Carolina
2013		Boise, Idaho

*Prior to this conference, the Committee Chair was appointed by the host state. Effective with the 1996 Conference and pursuant to a Bylaws change, the Committee Chair is the President-Elect of the Academy. As this person changes each January 1, this creates a "dual-chair" for each subsequent Conference. The names listed hereafter are for the Chair at the time the Conference was held.

**AACPM Conference Timetables
SOP 11.72**

Critical Events	General Conference Timeline (Items due Not Later Than)	Columbus	Florida	Oklahoma
		9/7/2008	8/23/2009	10/17/2010
		(dates not yet set)		(dates not yet set)
		Due Dates	Due Dates	Due Dates
Submit bid to host Conference	NLT 36 months prior	NA	NA	NA
Select Host State Committee Chair; Select Conference Site; Contract with hotel (w. approval by AACPM Conf Comm & AACPM Board)	NLT 24-30 months prior	9/8/2006	8/24/2007	10/17/2008
AACPM Conf Chair and Host State Committee Chair confirm event milestones on timeline.	NLT 24 months prior	9/8/2006	8/24/2007	10/17/2008
Receipt of updated presenters database from previous Conference	NLT 18 months prior	3/3/2007	3/1/2008	3/14/2009
Establish conference committees; Approval of logo/theme; Develop & submit tentative budget for approval; Adopt AACPM Conference financial reporting format; Newsletter article on Conference; Prepare Call for Presentations	NLT 12 months prior	9/8/2007	8/23/2008	10/17/2009
Issue Call for Presentations; Develop Format of Conference Schedule; Develop Promotional Info	NLT 11 months prior	10/8/2007	9/22/2008	11/13/2009
Distribute promotional materials; Issue follow-up Call for Presentations as needed; Post Conference info on website	NLT 10 1/2 months prior	10/25/2007	10/9/2008	12/30/2009
Deadline for receipt of Call for Presentations/begin review of submittals; Update presenters database; Select keynote/make arrangements; Preliminary conf info to states and/or members; Revise on-line conference registration system as needed.	NLT 9 months prior	12/8/2007	11/22/2008	1/17/2009
Receipt of previous Conference close-out materials, including general and session evaluations	NLT 8 months prior	11/16/2007	11/14/2008	2/17/2009
Complete review of Presentations; Review selections with Committee. Finalize CEU application/availability.	NLT 7 months prior	2/8/2008	1/23/2009	3/17/2010
Send updated presenters database to next Conference site and Academy; Mail letters to selected/non-selected presenters; Mail agreement letters; Create resource/reading lists for tracks. Prepare/print "tickler card" information.	NLT 6 1/2 months prior	2/23/2008	2/7/2009	3/30/2010
Mail "tickler card" with preliminary Conference information; website updated	NLT 6 months prior	3/9/2008	2/22/2009	4/15/2010
Conference Registration brochure finalized, printed, and mailed to AACPM members and				



“CONFERENCE THEME”
AACPM 20XX NATIONAL CONFERENCE
CALL FOR PRESENTATIONS
DUE XX/XX/XX



American Academy of Certified Public Managers® issues this "Call for Presentations" for its **XXth** Annual Conference to be held **XX/XX/XX**, in **City, State**. Presentations are scheduled to be 60 to 90 minutes in length. Please return this cover sheet with other required materials postmarked by **XX/XX/XX**. This form may be duplicated. Additional information on the Academy as well as the Conference can be found at: www.cpmacademy.org

PRESENTATION TITLE: _____

PRESENTERS: List names as you wish them to appear in the Conference brochure. Correspondence will be sent to the primary presenter. Please print or type:

NAME OF PRIMARY PRESENTER: _____

Co-Presenter(s): _____

Company/Agency: _____

Mailing Address: _____

City/State/Zip: _____

Phone Number: _____ **E-Mail:** _____

CPM (check one): Yes No If yes, Society name: _____

AUDIO-VISUAL EQUIPMENT NEEDS (note all that apply)

VCR Overhead Slide Projector Flip Chart
 LCD Projector Other (specify) _____

TRACK (indicate the one that best describes your presentation)

Communication Customer Focus Fiscal Management
 Human Resources Interpersonal Leadership
 Management Technology Training
 Miscellaneous (state area) _____

SUBMISSION GUIDELINES: The following must be completed to be considered:

1. Two copies of this sheet completed, signed and dated (reverse side);
2. Two copies of statement not to exceed 50 words describing the presentation that will be used in the program brochure if the proposal is accepted; and,
3. Two copies of a presentation abstract, not to exceed 500 words, that includes the major objectives of the presentation. There should be no information on the abstract that would identify the individual submitting the proposal.
4. If mailed, we suggest you include a stamped, self-addressed postcard with the packet to facilitate acknowledgment of the receipt of your proposal.
5. Submit to **Host Conference Chair** (Phone: XXX-XXX-XXXX) by mail (Mailing Address, City State XXXXX), by fax (XXX-XXX-XXXX), or by email (address). **Deadline for submission is XX/XX/XX.**

TRACKS FOR CONFERENCE PRESENTATIONS:

This conference will present 60-90 minute sessions in various topical areas. These areas (defined as tracks) cover a wide range of topics with which the public manager must be familiar. Each track includes specific subject matter that can be presented from a practical or theoretical framework as well as demonstrating techniques/methodologies to measure success. It is impossible to provide a comprehensive listing of all topic areas, but some suggested topic areas are included for each track.

Communication Track: The communication track focuses on formal and informal communications and how they can be more effective.

Customer Focus: Customer-driven organizations are operating in the public sector. How are agencies changing to meet the needs of the customers? How can agencies determine best practices for meeting those needs? How can focus groups be utilized? What is customer satisfaction, and why is it important? These and related topics are included in this track.

Fiscal Management: The fiscal management track addresses fiscal issues that involve novice and high-level financial and program officers. How do fiscal policies impact the delivery of services? How does performance measurement relate to fiscal policies? How are good budget practices implemented?

Human Resources: The human resources track includes various personnel issues including areas such as succession planning, conflict resolution, mediation, diversity, and health and safety issues in the public sector.

Interpersonal: This track includes presentations on topics such as motivation, expectations, and high performance team building skills.

Leadership: Leadership is an essential building block of a strong organization, whether it is in the work setting or volunteer activities. The leadership track looks at how leaders are developed, what skills are needed for individuals to become effective leaders, and related topics.

Management: Management involves various competencies. What are the differences between leaders and managers? Can managers be transformed to leaders? What are current theories on management?

Technology: Technology is changing the way we do our jobs. This track investigates some of the technologies that help us improve our work and lives. It should also include the growing field of information technology and the digital divide.

Training: Training is an essential component in developing employees. What do we really mean by "training?" How is training delivered? How is audience diversity addressed? How do we know if what is taught is what is learned?

Miscellaneous: Topics not included in other tracks may be classified in the miscellaneous category.

REVIEW OF PROPOSALS:

The proposals will be evaluated on content and relevance to the specific track selected. This is a public management conference with a strong focus on management skills, leadership and interpersonal competencies, quality management and the Balridge Award process, and project management. Proposals that can demonstrate an emphasis on these core areas will be rated more favorably.

AGREEMENT:

By submitting this proposal, I agree to allow the AACPM to use information submitted for marketing of the Conference and in Conference materials.

Signature: _____

Date: _____

**Template For Reporting Annual Conference Financial Information to AACPM®
Revised (11/8/04)**

- (1) **Report fee structure: (Example only – will vary from year to year)**
Full Registration \$XXX (state what it includes)
Late Registration \$XXX
Registration for first day only \$XXX
Registration for second only \$XXX
Spouse/Guest \$XXX (state what it includes)
Banquet \$XXX (if separate)
Special Event # 1 \$XXX
HOD \$XXX
Etc.
- (2) **Report number of attendees by category:**
Full Registration
Registration for a day
Spouse/Guest
Banquet
Special Event # 1
HOD
Etc
- (3) **Copy of Detailed Host Facility Portfolio (breakdown of hotel charges by the hotel)**
- (4) **Record and Report revenue/expense using the following Chart of Accounts:**

RECEIPTS

Revenue

Conference registration fees
Special event fees
1) Banquet
2) HOD
3) Special Event #1
4) etc

Other Revenue

Sponsor donations
Advance from AACPM
Advance from other
Interest on bank account

Total Revenue

EXPENSES

Speaker/Presenter Fees

Travel
Subsistence

Host facility charges (Breaks, meeting rooms not charged to a special event, etc. as specific items

On-Line Registration

Office supplies

Data processing (includes supplies & software)

Photocopying

Telephone

Postage

Printing

Travel

Insurance/Bond

Gifts/door prizes

Refunds of registration fees

Return of advances(s)

Other (specify)

Total Expenses

NET GAIN (AACPM 50% - HOST SOCIETY 50% / NET LOSS (AACPM 75% - HOST SOCIETY 25%)

SUBJECT: DUTIES AND RESPONSIBILITIES OF THE COMMITTEES OF THE BOARD

The Board of Directors may establish such committees as it considers desirable to carry out its functions. These special or ad-hoc committees are initiated by the Board to undertake specific projects or assignments and are not specifically named in the Academy's Constitution and Bylaws. The AACPM President, subject to Board approval, names committee members.

Representative committees include the following:

Management Practices - a joint committee, representing both the Academy and the Consortium, to function as the conduit for the application/nomination/recognition of exceptional CPM projects through the Askew Award that utilize management practices that exemplify the philosophy of AACPM. AACPM Board Liaison – Past President. (See also SOP 24.00 Askew Awards)

Membership Benefits - to seek out benefits for members of the Academy. AACPM Board Liaison – Member at Large – Member Affairs.

Mentoring - to assist program graduates wishing to establish CPM Societies with organizing, incorporating, writing bylaws, making application for association with the Academy, etc. Chaired by Immediate Past-President.

Ways and Means - to recommend sources of revenue for the Academy; to plan and oversee revenue-generating activities. AACPM Board Liaison – Treasurer.

Integrated Marketing and Resource Catalog – to actively promote the credibility of the Certified Public Manager[®] designation in general as well as the specific value of the employee/members possessing this certification to their various agencies. AACPM Board Liaison – Member at Large – Conference and Communications.

Orientation Program – to orient new Societies and their members and others interested in the history, culture, activities, and processes of the national organization. AACPM Board Liaison – President Elect.

Leadership Institute – to deliver professional developmental educational and skills training sessions at the Annual Conference for current and emerging leaders of the individual Societies and the Academy. AACPM Board Liaison – President.

SUBJECT: ACADEMY MEETINGS

Annual Meeting/Conference. This is the yearly educational symposium for the members of the Academy. (Specifics of this meeting are covered in SOP Section 11.70.) The Academy shall hold at least one such event each year. The dates shall be proposed by the Host Society Conference Committee and approved by the Board. Notice of the meeting shall be given to members of the Academy at least six months prior to the meeting.

The National Consortium of Certified Public Managers[®] holds its annual meetings in conjunction with this Conference. All Academy and Consortium member states will be invited to participate in their respective meetings.

Other meetings. In addition to the Conference, the Academy may hold such meetings as the Board of Directors prescribes.

House of Delegates Meetings. The House of Delegates shall meet during the Annual Meeting/Conference of the Academy and at such other times and manner as the Board of Directors prescribes. The Academy President shall cause each delegate, including Board members, to be notified of the annual Academy Meeting in writing at least 3 months prior to the meeting. Other House of Delegates meetings called by the President and approved by the Board, and not requiring delegate travel, can be called with 14 days notice. A written agenda for the meeting shall be included with the delegates' packets.

Board of Directors Meetings. The Academy Board shall meet in person at least once between Annual Meetings of the membership at a time and place proposed by the President and approved by the Board. (Specifics of this meeting are detailed in SOP Section 12.10.) The Academy President shall notify each Board member of all Board meetings in writing at least 30 days prior to the meeting. A written agenda for the meeting shall be included with the call to the meeting.

Attendance at Meetings. Every Academy member in good standing is entitled to attend any and all Academy meetings.

Suggested Meeting Procedures.

- (1) Conduct meetings based on the latest edition of *"Robert's Rules of Order Newly Revised"*. A parliamentarian can be appointed prior to meetings.

- (2) All committee reports that will be discussed and/or issues to be voted on should be available to Officers/Delegates for review prior to meeting. Revisions to submitted reports should be circulated prior to start of meeting.
- (3) No committee report should be accepted for motions unless circulated in writing to officers/delegates prior to motions.
- (4) All attendees should be seated in a manner that allows them to face the speaker's stand/table.
- (5) For House of Delegates Meetings:
 - (a) Seat the Board of Directors at one table. Seat official delegates only at the delegate tables. Set up tables for other attendees behind the member's tables.
 - (b) Recognize only official delegates to make motions, speak to motions, and participate in general discussions. Official delegates may yield to other members or attendees to speak, but should be recognized initially.
 - (c) Use media aides for motions or issues raised from the floor so all attendees can be involved.
- (d) Prior to the Annual Meeting, Society Presidents should respond to a request for a report on their Society activities during the preceding year.
- (6) It is highly recommended that the meeting process use the "Common Consent" process for approving committee minutes that do not require any action on the part of the House of Delegates or the Academy Board. Committee reports should be grouped in such a way that those not requiring action are listed first on the Agenda.



AMERICAN ACADEMY OF CERTIFIED PUBLIC MANAGERS®

XXXXXX MEETING

xx/xx/xx

AGENDA

I. CALL TO ORDER

Welcome

Roll Call and Collection of Ballots

II. PRESENTATION OF MINUTES

- Minutes from 20XX House of Delegates Meeting
- Minutes from 20XX Academy Board Meeting

III. CONTINUING BUSINESS

i. GOVERNANCE

- Elections Committee
- Mentoring Committee
- Ways & Means Committee
- Bylaws & Ethics Committee
- Finance Committee
 - 20XX Financial Summary
 - 20XX Audit
 - 20XX To-date Financial Summary

ii. COMMUNICATIONS

- Publications Committee
- Marketing & Resource Catalogue Consortium Update

iii. MEMBERSHIP

- Henning Committee
- Management Practices Committee

iv. MEMBER SERVICES

- Wilkinson Scholarship Committee
- Conference Committee
- Member Affairs Committee
- Leadership Institute

v. METRICS

Annual Report Update

IV. NEW BUSINESS

V. ADJOURNMENT

(4/5/03)

SUBJECT: ANNUAL BOARD MEETINGS

Purpose. This meeting is conducted annually as the Academy Board's "Business Meeting" at a time in the Academy's year generally midway between Conferences. These sessions allow for face-to-face discussions as well as orient new Board members to the Academy's business as well as their new duties and responsibilities. With both increasing travel expenses and decreased travel support of officers from their respective government agencies, it behooves the governing body of the Academy to minimize costs associated with this meeting.

Site Considerations. The sites chosen for this meeting shall be done so with the dual consideration of travel convenience to Board members and overall costs to the Academy. It is recommended that public facilities be utilized wherever feasible for the meetings themselves.

Planning Responsibility. One Board member will be chosen to act as the Coordinator for each meeting and will be responsible for handling all details. Coordinator selection will be as soon as is practical for each meeting, providing adequate time for planning of arrangements and scheduling of all attendees.

Scheduling. In those years in which the Academy's Annual Conference is in the spring (April – June), this meeting shall be held in the fall (October – November). When the Conference is held in the fall, this meeting shall be scheduled in the spring. Site selection will be made at least one year in advance – and longer if practical.

Logistics. Whenever possible, formal contracts should be avoided for meeting space and room commitments. As this may prove unavoidable in some instances (considering, for example, that attendees may well be without transportation of their own), all contracts must be approved by the Academy Board and signed by the President. The meeting itself should be scheduled as a two-day event.

The Coordinator will provide information to the attendees on the preferred lodging location; however, each attendee will be responsible for their own room arrangements.

The Consortium will be responsible for making their own arrangements for meeting space, rooms, etc. The Academy Coordinator will work with their representative, providing sufficient information for them to work out the details of their meetings.

SUBJECT: ANNUAL REPORT

Purpose. The Annual Report is a recap of the Academy's accomplishments from the previous year. This year-in-review document includes a variety of information, and strives to answer the questions Who?, What? and Where?

Preparation of report. The Past-President shall compile the annual report for the year during which they were President. Report to be available no later than 90 days after the end of the President's term.

Components. The following topics are recommended for inclusion:

- a) A listing of the Academy board members
- b) A listing of the Society presidents
- c) Chairpersons and members of all standing and ad hoc Academy committees
- d) Highlights of the prior year's annual conference
- e) Winner of the Henning Award
- f) Winner of the Scholarship Awards
- g) Academy Board and House of Delegates meeting dates
- h) AACPM membership data
- i) AACPM financial data
- j) Charts and graphs

Distribution. The annual report shall be distributed at the House of Delegates meeting. The Societies shall be responsible for sharing the reports with its members. Sufficient copies shall be printed to minimally provide one copy for each Board member and five (5) copies to each member Society unless otherwise directed by the Board or House of Delegates.

SUBJECT: DATABASE OF MEMBERS

Purpose. A database of members exists to enable the Academy to track membership and to communicate to members through an annual membership directory, newsletters, conference correspondence, etc.

Data collection. The Academy Treasurer will maintain the membership database. Each Society is responsible for submitting membership data along with dues to the AACPM Treasurer.

Required data. The database includes the following fields:

- Name (*Last, First, Middle*)
- Preferred Contact Address
- City, State, Zip
- Preferred Contact Phone (*include area code and extension*)
- FAX Number (*include area code*)
- Email address
- Member Status (*CPM, CST, etc.*)
- Status (*Fellow, At-Large, Associate, Consortium, Honorary*)
- Date Dues Paid
- Certification Date (*Year CPM attained*)
- Work Title (*optional*)
- Department/Agency (*optional*)
- Home Phone (*optional*)

Membership directory. From the information maintained in the database, an annual Membership Directory shall be published. A Directory shall be distributed to each AACPM member.

Confidentiality. The information contained in the Academy database shall remain confidential and will be used strictly for Academy business. Exceptions to this shall be at the discretion of the House of Delegates.

SUBJECT: DUES AND ASSESSMENTS

Dues and Assessments. Annual dues (\$20.00 effective January 1, 2009) are due and payable to the Academy on January 31. The Academy is authorized to assess the following fees: membership dues, Society assessments, and delinquent fees. An initial payment of annual dues is due and payable to the Academy between January 1st and March 31st of each year. Then, as the membership grows during the course of the year, Society Treasurers must submit additional membership dues payments on at least a quarterly basis to the AACPM in order to keep their rosters current with the AACPM.

Membership dues. Since 2000, all members of a Society that is chartered by the American Academy of Certified Public Managers® are members of the national organization, requiring payment of local and national dues. The dues are collected by the Society, with the national dues forwarded by them to the AACPM on the members' behalf.

Dues shall be collected by the member's respective Society and remitted to the AACPM Treasurer. Societies must see that dues for all delegates and alternates selected to represent them are current at least forty-five (45) days prior to the start of the Annual AACPM Professional Development Conference and House of Delegates Meeting to ensure receipt of a Delegates' packet.

Societies shall have the option of enrolling "special" members in that Society (e.g., retirees, honorary, friends, etc.) without the requirement of their having to join the national organization.

Honorary Fellows do not pay dues.

Society assessments. Each Society that is currently a member of the Academy shall be assessed an annual fee (\$100 per year per Society) due and payable to the Academy on January 31st. The AACPM Treasurer shall invoice each Society by December 15 of the preceding calendar year.

In the first calendar year after being admitted to the Academy, the Society Assessment is waived. In the second calendar year, the assessment is one-half the standard amount. In subsequent years, the assessment is the full amount.

Delinquent fees. A delinquent fee may be assessed to member Societies who do not remit dues or assessments in a timely manner.

Maintaining records. The Treasurer is responsible for maintaining accurate records of paid members and shall work with the Member at Large for Member Affairs to ensure that such members are included in the AACPM database.

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Membership projections. At the House of Delegates meeting, each Society shall provide the membership/dues projection for the following year. The Academy's budget for the following year will be based in part on these projections.

SUBJECT: ENDORSEMENTS AND PROMOTIONS

Policy. AACPM funds expended for the endorsement or promotion of printed, visual and related materials that bear the AACPM logo or are presented under the auspices of or in association with the AACPM, shall support the stated purposes of the organization and:

- 1) Shall not further an agenda outside the scope of the AACPM interests and responsibilities;
- 2) Shall not further a philosophical or ideological stance in conflict with AACPM principles; and
- 3) Shall not further the goals of select AACPM members.

Policy coverage. This policy shall apply to, but not be limited to, the following areas:

- 1) Publications (includes newsletters; brochures; or other printed and audio/visual material associated with the AACPM).
- 2) Conferences (includes presentations; exhibits; sponsors; or other audio/visual materials distributed at the conference).
- 3) Inappropriate or unauthorized use of the Academy name or logo.

Approval of materials. Conference Committee members shall avoid even the perception of promoting or singling out for favor any specific individual or group within or outside the membership. This takes into account the predictable advantage that the exposure at the conference may bring. Where there is any question, materials shall be considered and a decision reached by the entire committee.

Any issues of endorsement, promotion or other support or association with the Academy not covered above will be considered on a case-by-case basis within the guidelines of this policy. When necessary and appropriate, the AACPM Board of Directors shall provide interpretation of this policy.

AACPM reserves the right to decline endorsement, promotion or other affiliation with any material, individual or group that does not meet the Academy's best interests.

SUBJECT: ACADEMY MILESTONES

- 1976 - Certified Public Manager® (CPM) program established in Georgia.
- 1978 - CPM program established in Arizona.
- 1979 - CPM program established in Florida and Louisiana.
- 1980 - CPM program established in North Carolina and Vermont.
- 1983 - CPM program established in New Jersey.
CPM program accredited in Georgia.
- 1984 - CPM program accredited in Florida, Louisiana, and New Jersey.
- 1985 - CPM program established in Alabama and Arkansas.
American Academy of Certified Public Managers® (AACPM) established with
Constitution and Bylaws in Georgia.
- 1986 - CPM program established in Kentucky and Oklahoma.
CPM program accredited in Arizona.
AACPM representatives from Louisiana and New Jersey met to refine
Constitution and Bylaws.
- 1987 - AACPM representatives from Florida, Georgia, Louisiana, and New Jersey met
in Florida to finalize the Academy Constitution and Bylaws (August 1987).
- 1988 - CPM program established in Utah.
CPM program accredited in North Carolina and Oklahoma.
AACPM representatives from Arizona, Georgia, Louisiana, and New Jersey met
in Arizona to establish framework for the Academy (January 1988).
First AACPM newsletter issued in Spring 1988.
First House of Delegates meeting in Atlanta, Georgia (October 1988).
AACPM accepted as Charter Members the states of Arizona, Florida, Georgia,
Louisiana, New Jersey, North Carolina, and Oklahoma.
- 1989 - CPM program accredited in Kentucky and Utah.
First AACPM Conference held in Baton Rouge, Louisiana.
- 1990 - CPM program established in Mississippi.
CPM program accredited in Alabama.
Second AACPM Conference held in Princeton, New Jersey.

- 1991 - CPM program established in South Carolina.
CPM program accredited in Arkansas.
Third AACPM Conference held in Raleigh, North Carolina.
- 1992 - CPM program established in Kansas and Wisconsin.
CPM program accredited in Mississippi.
AACPM accepted Alabama, Arkansas, Kentucky, and Utah as members.
Fourth AACPM Conference held in Savannah, Georgia.
- 1993 - CPM program accredited in Wisconsin and Kansas.
AACPM accepted Mississippi as a member.
Fifth AACPM Conference held in Orlando, Florida.
- 1994 - AACPM accepted Wisconsin and Kansas as members.
Sixth AACPM Conference held in Oklahoma City, Oklahoma.
- 1995 - Seventh AACPM Conference held in Little Rock, Arkansas.
- 1996 - Eighth AACPM Conference held in Louisville, Kentucky.
- 1997 - AACPM accepted South Carolina and Texas as members.
Ninth AACPM Conference held in Snowbird, Utah.
- 1998 - CPM program accredited in New Hampshire.
Tenth AACPM Conference held in Biloxi, Mississippi.
- 1999 - Eleventh AACPM Conference held in Baton Rouge, Louisiana.
- 2000 – Twelfth AACPM Conference held in St. Petersburg, Florida.
CPM Program accredited in Ohio.
AACPM accepted District of Columbia, New Hampshire, and Ohio as Members.
- 2001 - Thirteenth AACPM Conference held in Scottsdale, Arizona.
- 2002 - Fourteenth AACPM Conference held in Atlantic City, New Jersey.
- 2003 – Fifteenth AACPM Conference held in Charleston, South Carolina
CPM Programs accredited in Idaho, Iowa, Metropolitan Washington Council of Governments, Virginia, and Washington (state).

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- 2004 - AACPM accepts Idaho and Virginia as Members.
CPM Programs accredited in Alabama, Kentucky, New Jersey and Utah.
Sixteenth AACPM Conference held in Topeka, Kansas.
- 2005 - AACPM accepts Washington as Member.
Seventeenth AACPM Conference held in Manchester, NH.
- 2006 - CPM Programs accredited in Arizona, Arkansas, South Carolina, Texas and Federal USDA and became active in Illinois.
Eighteenth AACPM Conference held in Louisville, Kentucky.
- 2007 - CPM Programs accredited in Alaska, Idaho, North Carolina, Washington and Wisconsin and became active Michigan and Nebraska.
Nineteenth AACPM Conference held in Madison, Wisconsin.
- 2008 - CPM Programs accredited in Iowa, Kansas, Mississippi, New Hampshire, Oklahoma, Virginia and District of Columbia.
Twentieth AACPM Conference held in Columbus, Ohio.
- 2009 - Twenty-First AACPM Conference held in Orlando, Florida.
- 2010 - Twenty-Second AACPM Conference held in Oklahoma City, Oklahoma.
- 2011 - Twenty-Third AACPM Conference held in Salt Lake City, Utah.
- 2012 - Twenty-Fourth AACPM Conference held in Columbus, South Carolina.
- 2013 - Twenty-Fifth AACPM Conference held in Boise, Idaho.

SUBJECT: ACADEMY RELATIONSHIP WITH THE CONSORTIUM

Purpose. Formed in 1979, the National CPM Consortium is an association of state organizations and one federal level organization. The Consortium serves to:

- Establish and maintain the Certified Public Manager® (CPM) designation;
- Provide and monitor CPM program accreditation standards;
- Facilitate CPM program development; and
- Encourage the acceptance of the CPM appellation by the governmental community and the general public as a mark of distinguished public management professionalism.

Membership. Three membership categories exist within the Consortium. Typically, individual programs move through the categories as they develop. They include:

- Associate - membership may be awarded to an organization that has expressed an interest in establishing the CPM program
- Active - requires a letter from the state's governor expressing a commitment to develop and fund a CPM program that will eventually meet accreditation standards
- Accredited - awarded only to those Active members that have successfully completed an accreditation review, a process conducted under the bylaws of the Consortium

Current status. The accredited and active membership of the Consortium (2002) consists of the following programs: Alabama, Alaska, Arizona, Arkansas, District of Columbia, Florida, Idaho, Iowa, Kansas, Kentucky, Louisiana, Metropolitan Washington Council of Governments, Mississippi, New Hampshire, New Jersey, North Carolina, Ohio, Oklahoma, South Carolina, Texas, USDA Graduate School, Utah, Virginia, Washington, and Wisconsin. Associate members are as follows: Delaware, Maryland, Nevada, and Rhode Island.

The future. It is envisioned by the Consortium that the CPM program will eventually exist in all states.

Relationship between the Consortium and the Academy. The organizations share a close alliance and consider their relationship fundamental to the continued success of the CPM program. Various junctions between the two include:

- The Academy President is a voting member of the Consortium's Board of Directors;
- Individual governing boards include CPM certificate holders and local Society members;

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- Consortium designated program accreditation teams include an Academy member;
- Academy and Consortium ad hoc committees frequently include each others' members;
- The Consortium holds its annual meeting concurrently with the Academy to maximize opportunities for joint interaction and communication; and
- Formal contacts are strengthened by the many informal collegial contacts between Consortium and Academy members.

SUBJECT: MEMBERSHIP

Benefits. Membership within the Academy provides:

- Recognition of commitment to professional standards;
- Association with other professional managers;
- Awareness of new developments in theory and practice;
- Opportunity to contribute to professional public management projects; and
- Career development through additional study and application.

Member classification. As established by the Board of Directors, members in the Academy shall be classified as one of the following:

FELLOW - an individual who has completed a program accredited by the National Certified Public Manager[®] Program Consortium and is in good standing in a Society.

MEMBER-AT-LARGE – an individual who has completed a program accredited by the National Certified Public Manager[®] Program Consortium but is not affiliated with a Society.

ASSOCIATE MEMBER - other categories of members with whom affiliation is considered to be in the best interest of the Academy.

CONSORTIUM MEMBER - a member of the National CPM Consortium

HONORARY MEMBER - an individual elected to such class of membership by a majority vote of the Board of Directors.

Rights and Responsibilities. Members have the following privileges and duties:

- To pay dues.
- Use the designation “Member of the American Academy of Certified Public Managers[®].”
- Attend all Academy meetings and speak to any issues before the Academy.
- If a Fellow, may become a member of the House of Delegates, where they may vote on matters before the Academy
- If a Fellow, is eligible to seek and hold elective office.
- Shall follow professional and ethical principles at all times in conducting Academy business
- Demonstrate active support in the Academy by attending meetings, volunteering for committees, and promoting the professional nature of the Academy

Certification of a member. A certificate of membership in the Academy shall be issued to an individual upon initial admission and receipt of their dues

Suspension of a member. Suspension may be considered for the following reasons:

- (a) Default in the payment of dues or other monetary obligation to the Academy
- (b) Failure to remain a "member in good standing" of a member Society
- (c) Misconduct or neglect of duty in office

Expulsion of a member. Expulsion may be considered for the following reasons:

- (a) Personal conduct or fitness such as to make further affiliation with the Academy Undesirable.
- (b) Misconduct or neglect of duty in office.

Suspension/Expulsion methodology. The following procedure shall be used in determining whether a member shall be suspended or expelled following a charge of improper conduct or conduct unbecoming a member having been made:

1. A confidential investigation has been made by the Bylaws and Ethics Committee of all allegations made against a member;
2. The Committee finds substance to the allegations and prepares a resolution preferring specific charges. In the event the Committee finds no validity to the allegations, resolution shall be prepared exonerating the member;
3. The Committee provides written notification to the accused of all charges and provides for the presentment of the resolution of charges and rebuttal by the accused before a closed meeting of the Academy's Board of Directors;
4. The Board of Directors shall decide, by majority vote, upon both the question of guilt and the penalty to be imposed; and,
5. The decision of the Board of Directors shall be final.

Reinstatement. Members can be reinstated to member status as follows:

- (a) For suspension due to resignation – member shall be reinstated upon becoming a member in good standing and paying all outstanding Academy dues.
- (b) For suspension due to nonpayment of dues or other monetary obligations – member shall be reinstated upon payment to the Academy.
- (c) For suspension or expulsion for cause – member may be reinstated upon written application to the Academy President, review and recommendation for reinstatement by a majority vote of the Bylaws and Ethics Committee, and approved by a majority vote of the Board.

SUBJECT: STATIONERY

Consistency. With each new order of letterhead, paper quality, colors, type style and format of the previous order should be repeated. Any deviation from previous specifications shall be approved by the Board.

Letterhead. Format to be used shall be:

- At least 20 lb. White paper, preferably recycled.
- Ink shall be teal (PMS 322) with an Arrus type font.
- Place AACPM logo .5" from top and .65" from left edge of paper.
- Center Academy name (15 pt.) to right of logo.
- Place side bar under logo, .65" from left edge of paper (9 pt. Font).
- Underline "CPM" in logo and "American Academy of Certified Public Managers[®]" in gold.
- Center footer .2" from bottom edge of paper (12 pt. Font) and print "*Fostering Leadership and Professionalism in Public Service*"

Envelopes. Format to be used shall be:

- At least 20 lb. white paper, preferably recycled.
- Ink shall be teal (PMS 322) with an Arrus type font.
- Place AACPM logo at top left corner.
- Center Academy name and mailing address to right of logo (9 pt. font).
- Add gold line under AACPM in logo and under Academy name.

Quantities. Stationery is ordered in an economic quantity as needed.

Distribution. The Secretary shall dispense Academy stationery to Board members and others as needed.

SUBJECT: BROCHURES

These tri-folded pamphlets shall be prepared and distributed to Academy members and other interested parties for the purpose of endorsement and promotion of the Academy. The Publications Committee is responsible for the printing of this document.

With each print order, paper quality, colors, type style and format of the previous order should be repeated. Any deviation from previous specifications shall be approved by the Board.

Format/Text. Specifications are as follows:

- Use 8 1/2" by 11" white parchment paper of thick bond, preferably recycled.
- Ink used shall be teal (PMS 322) and gold ink.
- Print in landscape format. Prepare text in panels/columns (three per page) to allow for a tri-fold document.
- Arrus type font of various sizes shall be used throughout document.
- Panel A:
 - List Board of Directors. Include TITLE, address, telephone and fax numbers.
 - Show recycled logo and the phrase "Printed on Recycled Paper" at bottom.
- Panel B:
 - Place logo and Academy name similar to a return address on an envelope.
- Panel C (Cover):
 - Place AACPM logo at top of brochure.
 - Center Academy name in bold print.
 - Print "*A cadre of management professionals dedicated to excellence in government*" at bottom.
- Panels D, E and F (Body):
 - Center Academy name across the top of the three inside panels of text.
 - Provide the following: description of the Academy; membership requirements; membership benefits; the Academy's purpose; and Code of Ethics.

Printing.

- Each Society and the Consortium may be asked to provide an estimate of the number of brochures it needs.
- Print a sufficient number of copies based on previous orders and anticipated needs.
- Person responsible for purchasing item should seek lowest cost available and present to the Board for approval of purchase.

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REPLACES: 4/01/96

Distribution.

- All brochures shall be shipped to the AACPM Secretary.
- The Secretary shall send brochures to each Society, to the Consortium, and others upon request. As these are a cost item with limited supply, requests should be for minimal quantities and specific uses.

SUBJECT: SOCIETY CHARTERS

These shall be of high quality paper, representative of the importance of these documents, and presented to new member Societies. As Chair of the Mentoring Committee, the Past-President is responsible for the printing and framing of the Society Charters.

Format.

- Use 8 1/2" X 11" white or off-white colored parchment paper. *
- Center AACPM logo at top of charter in teal (PMS 322) and gold.
- Print text in black ink with a "Lucinda Calligraphy" font type.
- Use full justification for body of text. Center all other text.
- Add AACPM seal to bottom left corner.
- Place President's signature line to right of AACPM seal.
- Place Secretary's signature line to right of President's signature line.

Text.

- Center beneath logo "American Academy of Certified Public Managers[®]".
- Center "This is to certify that a Charter has been granted to the Society of Certified Public Managers[®] (in the great state) of ".
- Center the name of the state.
- The body of the charter should read...*"The granting of this Charter constitutes the affiliation of the Society and its right to participate in the programs and activities of the Academy effective (date of official admission to Academy). This affiliation bespeaks the leadership, dedication to service, and high ethical standards expected of the managers in this cadre of public sector professionals who are Fellows in the Academy."*

"This Charter has been granted and shall remain in full force and effect subject to the provisions of the Bylaws of the American Academy of Certified Public Managers[®]."

"Awarded this the _____ day of (month) Two Thousand-(year) at City, State of annual meeting)."

- Print names and titles of President and Secretary under respective signature line.

Printing, Matting, Framing and Shipping.

- All charters to date have been prepared by:
The Framer's Corner, Inc.
108 West Main Street
Carrboro, NC 27510 (919) 929-3166

Printing, Matting, Framing and Shipping (con't).

- Frame is 12 1/2" X 15 1/2", molded of flat burl wood with high gloss finish 1 3/8" wide with gold pinstripe. Include 1/4" teal inner mat and 2" black suede outer mat. Person responsible for purchasing item should seek lowest cost available and present to the Board for approval of purchase.
- Ship charter to appropriate member of the AACPM Board, normally the President.
- Send invoice or paid receipt to AACPM Treasurer for payment or reimbursement.

Presentation of Charter. *The AACPM President shall present the charter to the Society President at the annual Academy Meeting, or if appropriate, at an important meeting of the Society.*

- **Ed Phillips in North Carolina at (919) 962-8069 has been the framing contact for this item and has a supply of paper.**

SUBJECT: MEMBERSHIP CERTIFICATES

A Certificate of Membership shall be issued to an individual upon initial admission into the Academy and receipt of their dues by the AACPM Treasurer.

Format/Text.

- Paper to be at least 24 lb. light colored parchment paper.
- Include framing border of double gold lines.
- Use teal (PMS 322) ink for logo with gold line under "AACPM". Text shall be in black ink.
- Center "*American Academy of Certified Public Managers*[®]" to left of logo.
- Center the phrase "*This will certify that (insert name) is a member in good standing of an accredited Society of Certified Public Managers[®] and the American Academy of Certified Public Managers[®].*"
- Use laser printer to add member's name in bold type in center of certificate.
- Place President and Chairman, Member Affairs signature lines on bottom left (left of AACPM seal), one beneath the other; designate each officer's title below the respective signature line.
- Center AACPM seal in gold between officer signatures and date of issuance.
- Attach a teal ribbon to AACPM seal.
- Place line for date to right of AACPM seal.
- If signatures are handwritten, they shall be in black indelible ink but not ballpoint pen.
- Use laser printer to add date of issuance in bold type above dateline.

Preparation/Distribution of Certificates.

- Certificates shall be prepared by the Chairman of the Member Affairs Committee.
- Certificates shall be signed by the Chair of the member Affairs Committee and the President. Laser-printed signatures, done along with name and date, are acceptable so long as signatures are of good quality reflecting the importance of the document.
- Certificates shall be mailed directly to the member.

SUBJECT: PLAQUES

Past President's Plaque. This plaque resides with the Society of the current Past President for one year. It is requested that this plaque be displayed in a suitable location, highly visible to those associated with the local CPM program. As their term as President concludes, they shall have the next nameplate on the plaque engraved with information on the new President. The plaque shall then be handed over to the President of the Society of the current AACPM President, who will become the new Past President at the end of the year. The transfer of this plaque is usually part of the Awards Banquet ceremonies at the Annual Meeting.

The plaque is wooden and includes:

- The Academy logo as an emblem;
- The general descriptive wording "*Past Presidents of the American Academy of Certified Public Managers® - Providing Leadership Through the Ages*";
- Twelve (12) brass name plates, each inscribed with the President's name, state, and year of presidency.

Henning Award Plaque. This plaque resides with the Society of the current Henning award winner for one year. It is requested that this plaque be displayed in a suitable location, highly visible to those associated with the local CPM program. Prior to the subsequent Annual Meeting, the Society with the plaque shall have the next nameplate engraved with the name of the next Award winner. The plaque shall then be handed over to the President of the Society of the current winner. This transfer is usually part of the Awards Banquet ceremonies at the Annual Meeting.

This plaque is wooden and includes:

- The Academy logo as an emblem
- The general descriptive wording "*American Academy of Certified Public Managers® present the Henning Trophy for Outstanding Contributions to Public Management*"
- *Twelve (12) brass name plates, each inscribed with the recipient's name, state, and year of award.*

Replacement and Disposition of Plaques. When these traveling plaques have been filled with twelve names, they are to either be turned over to the Academy President or other person so designated by the Board to safeguard these awards. Or, to provide continued public display of the filled plaques, they may remain on display at the location of the last Past President and/or Henning Award recipient to be noted on the plaque, or

to be displayed in another appropriate manner as determined by the AACPM Board of Directors.

The location of the filled plaques shall be recorded in this section of the AACPM Standard Operating Procedures in order to maintain the documented locations of these plaques that are part of the Academy's historical records.

Replacement of these plaques shall be coordinated through the Academy President with payment made from Academy funds.

Board Plaques. Historically, the AACPM President has presented service plaques to the sitting Board of Directors each year during their term of office. With the advent of Board members with two-year terms, those members shall receive one plaque, during the second year of their term. This does not preclude the President from providing some modest acknowledgement during their first year if they so choose. The President-Elect is responsible for presenting a plaque to the sitting President. The presentation of these awards is usually part of the Awards Banquet ceremonies at the Annual Meeting.

AMERICAN ACADEMY OF CERTIFIED PUBLIC MANAGERS®

RETIRED PLAQUES

2006	<u>Presidents</u>	<u>Henning</u>
	Larry P. Totten (KY) Lake Cumberland State Resort Park 5465 State Park Road Jamestown, KY 42629-1974	Julie Felice (UT) UT Dept. of Human Resources Management 2120 State Office Building Salt Lake City, UT 84114-1631

SUBJECT: SOCIETIES

The enthusiastic participation and support of the individual Societies and their members is necessary if the Academy is to prosper and meet the needs of its membership.

Terms of Officers. All of the Society officers have calendar-year terms.

Contact with Academy. The President of each Society plays an important role in the operations of the Academy. They are the focal point through which communication between the Academy and its members occurs.

To facilitate contact between the Academy and the individual Societies, each Society should ensure that the Academy Secretary is provided with a list of names for the Society officers at the beginning of each year and at other times should there be a change. These contacts are vitally important to close two-way communications.

Annual Reports. This report serves as a “wrap-up” of each Societies activities and accomplishments during the previous year. These are distributed to the Board and other Societies as mutually beneficial to the livelihood of other Societies and the Academy as a whole. It is recommended that the outgoing President of each Society be responsible for this document as a recap of their term in office. These should be submitted to the Academy Secretary by January 31 of each year in an electronic format for ease of distribution.

ALABAMA				Bonnie J. Weaver	Mary Lou Foster
ARIZONA	Van Fulgum	John Smalling	Maude Shingler	Maude Shingler	John Smalling
ARKANSAS				Robert McQuade	Ron Roy
FLORIDA	George Banks	George Banks	Sharon Kraus	Larry L. Strong	Jat Edwards, Sr.
GEORGIA	Pratt Hubbard	George Askew	George Askew	David H. Haigler	Charles DuChane
KENTUCKY				Charlotte W. Glaser	Troy Bybee
LOUISIANA	Fran Mayeaux	Fran Mayeaux	Diana Dorroh	Kay Hoffpauir	John Rogers
MISSISSIPPI					Lisa Romine
NEW JERSEY	John Maroney	John Maroney	Celeste M. Rorro	Leslie Martin	Paulette J. Laubsch
NORTH CAROLINA	Margaret Bailey	Haywood Poole	Alma Brown	Patricia Hagler	Eddie Capel
OKLAHOMA		Thelma Irby	Thelma Irby	Terry Watson	Joanna Terlizzi
UTAH				Craig D. Odekirk	Larry Casutt
WISCONSIN					

	1994	1995	1996	1997	1998
ALABAMA	Ron Goetz	Paula Lansdon	Norma Vance	Mable Thomas	Kenneth Mahan
ARIZONA	John Smalling	Laura Dillingham	Jeffrey Kramer	Jeffrey Kramer	Lawrence Ramsey
ARKANSAS	Ron Roy	Becky Bryant	Ray Stephens	Leon Cornett	Ron Byrns
DIST OF COLUMBIA					
FLORIDA	Doug Melvin	Dennis J. Magee	Dennis J. Magee	Dottie Gough	Dennis J. Magee
GEORGIA	Gene Vinson	Ernie Melton	Clayton Penhallegon	Charlotte Livingston	Pam Griffin
KANSAS		Webster T. Roth	Ken Keller	Michael J. Purcell	Chuck Bredahl
KENTUCKY	Sam Bain	Sylvia Elam	Susan Smith	Larry P. Totten	Tony B. Smith
LOUISIANA	Elaine Phares	C. Alan Tennyson	Diane Barksdale	Tom Patterson	Diana Schouest
MISSISSIPPI	Mary Robinson	Michael E. Shumaker	Ann Thames	Barbara Pepper	Jerold Erikson
NEW HAMPSHIRE					
NEW JERSEY	John Dougherty	Richard Blake	Raymond Purcell	Paulette J. Laubsch	Edward Perugini
NORTH CAROLINA	Vivian Lord	Ralph E. Fennell	William Clements	Maryan Barden	Haywood Poole
OHIO					
OKLAHOMA	Phyllis Taylor	Jody Seebon	Pat Hernandez	Gena Chamsedine	Debbie J. Smith
SOUTH CAROLINA					Al Lyerly
TEXAS					Scott Wall
UTAH	Brian Gough	Craig D. Odekirk	Laurel Morris	Warren Games	Stuart Smith
WISCONSIN	Joan D. McArthur	Joan D. McArthur	Steven Hoese	Reed A. Woodward	Cathy Williquette

ARIZONA	Lawrence Ramsey	Greg Hyland	Gregory D. Hyland	Jose De La Torre	Gregory D. Hyland
ARKANSAS	Sanford Cothren	Sandra King	Ray L. Stephens	Glenda Higgs	Leon Cornett
DIST OF COLUMBIA		Regina Owens	Regina G. Owens	Nancy Hapeman	Nancy Hapeman
FLORIDA	James Wolfe	Jerry Hewett	Sean Fisher	Ted Barber	Ted Barber
GEORGIA	Glenn Horton	Tony Howerton	Glenn Horton	Hugh M. Farley	Hugh M. Farley
KANSAS	Lynn Stennett	Ardie Davis	Kent Olsen	Pat Witt	Mike Purcell
KENTUCKY	Lee Ann Tramontin	Patricia Bryan	Tony Smith	James Brown	Pamla Wood
LOUISIANA	Sally Gilbert	Hugh Eley	Beth Roberts	Jodi Miller	Vivian B. Guillory
MISSISSIPPI	Lynda Owen	Barbara Bonner	Lesly Lloyd	Pat Ashford	Lea Ann McElroy
NEW HAMPSHIRE		Charlene Farmer	Charlene Farmer Paulette J.	Charlene Farmer	Debra Bourbeau
NEW JERSEY	James Dixon	James Dixon	Laubsch	Paulette Laubsch	Richard Blake
NORTH CAROLINA	Ramona Tuck	Patricia Hagler	Stephen Mastro	Mary Reese	Sandy Pearce
OHIO		Nancy Suhadolnik	Nancy Suhadolnik	Kimberlee Wilcox	Skip Downard
OKLAHOMA	Toni Wilson	David Brown	Stella Church	William Winters	Judy A. Dennis
SOUTH CAROLINA	Herb Lanford, Jr.	Kay N. Rogers	Kay N, Rogers	Polly McCutcheon	Polly McCutcheon
TEXAS	Chester Nolen	Mary Norris	Linda Spacek	Linda Spacek	Naomi S. Hines
UTAH	Randy Hopkins	Wendy Gianchetta	Julie R. Felice	Gerry Satterlee	Suzanne Briscoe
WISCONSIN	Cathy Williquette	Ronald L. Buchholz	Ronald L. Buchholz	Richard Holden	Richard Holden

	2004	2005	2006	2007	2008
ALABAMA	Glenn D. Newton	Paula Lansdon	Betty Wood		
ARIZONA	Gregory D. Hyland	Margo Dorrough/ Greg Hyland	Wilma L. Himel	Michael Veucasovic	Jeff Kramer
ARKANSAS	Rebecca J. Bryant	Barbara Mohoney	Cynthia Nixon	Tim Lampe	Doris Anderson
DIST OF COLUMBIA	Danny Weiss	Nancy Hapeman	Deborah L. Crain	Deborah L. Crain	Deborah L. Crain
FLORIDA	Chris Grasso	Chris Grasso	Jerry O'Cathey	Jerry O'Cathey	Jerry O'Cathey
GEORGIA	Hugh M. Farley	Hugh M. Farley	Hugh M. Farley	Hugh M. Farley	Hugh M. Farley
IDAHO		Richard Juengling	Dawn Peck	Bobbi Eckerle	Reva Tisdale
KANSAS	Shirley L. Hollis	Shirley L. Hollis Lorraine Moore/Larry	Sandy Powell	Mary Parrott	Pat Witt
KENTUCKY	Glenn J. Thomas	Totten	Larry P. Totten	Robinil H. Jameson	Anthony Smith
LOUISIANA	Sandy Scallan	Gail Gibson	Gail Gibson	Tom Patterson	Sandy Scallan
MISSISSIPPI	William Pope Carl Weber/Kathy	Mike Yeager	Cheryl Lunsford	Ray Balentine	Rachel Britt
NEW HAMPSHIRE	Gallagher	Kathy Gallagher	Kathleen Carr	Charlene Cutting	Charlene Cutting
NEW JERSEY	William J. McKnight III	James Dixon	James Dixon	Paulette Laubsch	Paulette Laubsch
NORTH CAROLINA	Sarah M. Smith	Tami Hinton	Beverly Hall	Pete Burke	David Osborne
OHIO	Julie Trackler	Gina Mee	Beth Lozier	Shawn Bradley	Julianna Carvi
OKLAHOMA	Kay L. Hagerman	Paula Green	Joyce D. Smith	Delphine Hill	Barbara Taft
SOUTH CAROLINA	Deborah Hotchkiss	Sam Jones	Lynn Rivers	Lynn Rivers	Robbie Boland
TEXAS	Naomi S. Hines	Naomi S. Hines	Naomi S. Hines	Naomi S. Hines Suzette Green- Wright	Naomi S. Hines
UTAH	Mel Castillo	Happi Hansen	Craig Coulson		
VIRGINIA		Samuel Camden	Christy Porterfield		
WASHINGTON		Curtis Richardson	Curtis Richardson	Curtis Richardson	Curtis Richardson
WISCONSIN	Dianne Hughes	Dianne Hughes	Jeffrey R. Roemer	Jeffrey R. Roemer	Mark Evans

SUBJECT: MENTORING SOCIETIES TOWARD ADMISSION TO THE ACADEMY

When a program is admitted to active membership in the Consortium, the Mentoring Committee, chaired by the Past-President, should contact the Program Director about starting a Society as soon as there are graduates of the program. The Society can be formed while the first scheduled graduates are completing their coursework and other final requirements. The Committee Chair should create a contact list from this contact.

The Committee should provide the prospective Society contacts with various membership and admission information about the Academy, including sample documents to use in preparing those of their own. The packet of materials to provide should include, but is not limited to, the following:

- Current Academy brochure
- Current AACPM Bylaws
- Past newsletters, at least 2 or 3
- Current Annual Report
- Copy of Board-approved model bylaws, at least 2 or 3
- Copy of SOP 21.20 (Admission Requirements for Societies)
- List of contact names within the AACPM (Mentoring Committee members, Board members, etc.)
- Strategic Plan
- 6-year Activity Calendar
- Member Services Grid

It is imperative that the Board maintains a close relationship with the Consortium so that the Past-Presidents, in their role as Mentoring Committee Chair, is aware as new programs become active and become accredited with graduates.

Once the packet of materials has been sent to the primary contact for the prospective Society, the Mentoring Committee should maintain regular contact, preferably by email or telephone, to establish good working relationships and to serve as a sounding board for any problems or issues that arise. It is recommended that contact with the prospective group be maintained at least monthly to keep AACPM before them as they form their Society.

When the prospective Society submits their application to the Academy President, the Mentoring Committee should shepherd the documents through the approval process, acting as a go-between during the revision process. Continued contact between the Board and the new Society is critical to both parties at this stage.

SUBJECT: ADMISSION REQUIREMENTS FOR SOCIETIES

Admission requirements. To join the Academy, a new Society shall:

1. Establish a Society composed of Certified Public Managers[®] who have graduated from an accredited CPM program. This does not preclude admission of other categories of membership in the Society.
2. Solicit membership and elect Society officers and board members.
3. Adopt a Society Constitution and Bylaws.
4. Establish a membership dues structure including membership dues for the Academy as specified in SOP 15.00.
5. Submit to the Academy President the following materials:
 - (a) A letter requesting affiliation,
 - (b) A copy of the Society's Constitution and Bylaws,
 - (c) A membership roster with information needed under SOP 14.00 (names, addresses, and type of memberships, etc.)
 - (d) Dues for each appropriate membership category as qualified by the Academy bylaws as specified in SOP 15.00, and
 - (e) A list of Society officers and board members with contact information.

Approval of admission. Within 30 days of receipt of Society materials by the Academy President or Mentoring Committee Chair, the Board of Directors shall review materials presented by the Society and confirm acceptance, or instruct the Mentoring Committee to contact the applicant for clarifications and/or modifications. The Academy President shall present the Society with a letter upon acceptance. The Society's Charter will be prepared and will be presented to the Society as specified in SOP 20.30.

AMERICAN ACADEMY OF CERTIFIED PUBLIC MANAGERS®

SOCIETY DOCUMENTS

SOCIETY: _____

CONTACT PERSON: _____

TELEPHONE NUMBER: _____

Please attach this cover sheet to your Society documents and check below those enclosed. If these are initial admission documents, please provide seven sets (one for each Academy Board member) and mail to the current Academy President. (Electronic submission is acceptable if approved by the President.) If an item listed below is not a separate document but, rather, is included in another document, please indicate the document and location of the item.

- Constitution and Bylaws
- Dues Structure
- Tax Exempt Status
- Officer and Board Members
- Committee Descriptions
- Society Goals and Objectives
- Logo, if available
- Society Membership Certificate or Card
- Membership Application
- New Society Members
- Other (please identify)

Comments:

SUBJECT: DOCUMENTATION REQUIREMENTS OF SOCIETIES

Various requirements. The Society President is the focal point through which communication between the Academy and each Society occurs and shall be prepared to provide the Academy with the following information upon request:

- (a) Recommendation of Society Fellow(s) to serve on Academy committees;
- (b) List of Society officers (include name, mailing address, telephone and FAX numbers, and email addresses);
- (c) Updated Society documents for Academy files (include information regarding structure, organization and operations of Society)
- (d) List of current members in the format required by the Academy President or Treasurer;
- (e) Articles for Academy newsletter;
- (f) Report of Society activities for the preceding year for distribution at the Annual Meeting;
- (g) Names of three Delegates to represent the Society at the House of Delegates Meeting, along with certification of dues and assessment payments;
- (h) Proposed revisions to Standard Operating Procedures manual; and
- (i) Other information as requested by the Academy.
- (j) Upon Membership approval, new Societies shall provide a 3' x 5' indoor flag from the home state (or municipality) for the Society.

Where appropriate, documents can be submitted in an electronic format, conducive to the needs of the recipient.

Records retention. Unless otherwise stipulated, documents collected from Societies shall be maintained by the Academy Secretary.

SUBJECT: GRANTS TO SOCIETIES

Purpose and Use. The Academy shall make available funding (as set forth in the budget – quantity, dollar amount, or both) to Societies making requests to the Mentoring Committee. These grants are intended to provide assistance and/or support to Societies needing to strengthen their memberships or to provide services otherwise unavailable to its members. To apply for a grant, a Society must provide specific information to the Mentoring Committee, specified below. In order to account to the Academy membership for the dollars spent, the Society will provide a final report with specific information as to what was achieved under the funded project. Under certain circumstances, the grant is wholly or partially refundable to the Academy at the time of the final report, should the activity become a profit-making venture, such as with a conference or seminar.

Initial Application. The initial request can be made by mail, fax, or email and should include at least the first three items listed below. The Society may include additional information in the final report as it sees fit, but the basic report should consist of at least the following items:

1. Background – What are the conditions under which the Society now operates? What problems/opportunities are at hand?
2. Meeting Purpose & Scope – Why is this grant necessary and what does the Society hope to gain if this grant is approved?
3. Proposed topic or focus (if a meeting is the objective of the grant) or proposed resolution to the problems to be funded at least in part by the grant.
4. Major Discussion Themes (if a meeting or conference is the objective) – What are the major themes for discussion and why are they important? How do they fit in with the Society's long-range goals?
5. Highlights of Agenda Topics (if a meeting or conference is the objective) – Which topics, discussions, and/or activities were the high point of the overall activity and why?
6. Plans for the Future – What will the Society do with the information gained or work product(s) from this grant to improve the long-term effectiveness of the Society or members?
7. Financial Accounting – How was the grant spent? What other funds were raised? What is the profit/loss of the activities? What portion of the grant can be repaid to AACPM, if so required?

Limitations. To maximize the benefits to all Societies, the Academy must impose stipulations on the grants. Societies are not expected to request more than one grant per fiscal year. However, if a second request is made, up to 50% of the profits derived from the second activity must be refunded to the Academy up to the total amount of the second grant.

When a Society requests a grant as “seed” money for a local conference or other money-making event, the Society will also be required to return 50% of their profits up to the total amount of the grant.

If the Academy is requested to provide a speaker(s) for the event, and the Society wishes to do so, expenses billed to the Academy for the speaker/Board member should only be those actual expenses incurred on behalf of the speaker/Board member and not the event registration fee.

SUBJECT: MEMBER SOCIETY STATE/JURISDICTIONAL FLAGS

Purpose. To better recognize and promote the membership of each Member Society of the Academy, the State/jurisdictional flags of those Societies are displayed and utilized during the Academy's Annual Professional Development Conference.

This SOP delineates the duties and responsibilities of the Academy and Conference Host Societies with regard to the flags.

History

Previous editions of the Academy SOP provided that new Member Societies provide a state/jurisdictional flag to the Academy at the time of their member acceptance. The Academy was responsible for providing flagpoles and stands to display the flags at the annual Academy Professional Development Conference.

At the September 2006 HOD Meeting, the Delegates voted to have the Academy Board replace outdated and/or worn flags. Subsequent to that HOD Meeting, the Board decided to purchase new, matching flag sets that would be consistent and uniform in size and style and more efficient for transporting and shipping from Conference site to Conference site. The Board also decided to amend the current Academy SOP and delete the requirement for new Member Societies to provide a flag and to create this new SOP to comprehensively address this issue.

Academy Responsibility

The Academy will be responsible for purchasing new and replacement flag sets for Member Societies and to provide suitable storage/shipping containers for the flag sets. The flag sets are to be uniform and consistent and meet the specifications provided below.

Conference Host Society Responsibility

A flag from each Academy Society state/jurisdiction will be displayed in the room designated for keynote addresses, general/plenary sessions and Awards Banquet. A flag ceremony will be scheduled as part of the Opening Ceremony for the Conference, which may include newly admitted Member Society flags. Host Societies are encouraged to celebrate the membership of the individual Societies comprising the Academy by using the flags as appropriate as part of the Conference ceremonies.

The Host Society Conference Committee Chair or designee is responsible for transferring the flags to a representative from the subsequent Host Society at the conclusion of the House of Delegates meeting. If this is not feasible, the Host Society will pack and ship the flag sets, using the shipping containers provided by

the Academy, to the appropriate Society President no later than two weeks after the Conference. A copy of the shipping information will be provided to the Academy Secretary for tracking purposes. Shipping costs for the flag sets will be considered a cost of the Conference.

The receiving Host Society shall inspect and evaluate the condition of the flags, flagpoles and stands upon receipt and notify the Academy President if any of the flags, flagpoles or stands need replacing. The Host Society President and Academy President will work together to obtain the replacement items.

Specifications for Flag Sets

The Academy will purchase and provide flag sets meeting the following specifications:

FLAGS

- 3' X 5' Model # FW-301 Nylon Indoor Parade Flags with perimeter Gold Fringe and gold cords/6" tassels

FLAG POLES

- 1-1/4" diameter x 8' two section stained oak flag poles with brass hardware and 7-1/2" Model # S-102 gold flat metal spear tops

STANDS

- 12" diameter x 6" High Gold Anodized Plastic Stands for 1-1/4" diameter poles

COMPLETE FLAG SETS

- Item # 010172, Model FW-301 Sets include Flags, cords/tassels, flagpoles and stands

Previous Vendor for Flag Sets

The vendor utilized to purchase the complete set of replacement flag sets in October, 2006 was:

Qual Line Fence
c/o Sue Iverson
801 South Division Street
Waunakee, Wisconsin 53597
608/849-4654
1-800-LE FENCE
608/849-8605 (FAX)
www.qualinefence.com

Care, Shipping and Packing Information

FLAGS

- All flags are 3' x 5' in size and the 8' poles come apart into 2 four foot sections for easier storage and shipping
- Flags are identified by state, year of admission to Academy, with stickers located on the top section of flagpole to which the flag is attached. Slide bottom of flag up to reveal sticker.

STANDS

- 19 of the 22 stands are the same size and style and are pre-weighted (approximately 13 # apiece).
- Three of the stands (for Idaho, Virginia and Washington State flags) are a different style and slightly different in size. These stands must be filled with sand (opening in the bottom) for ballast before using. **The flags for these three states must be used in conjunction with the stands for these three states.**

CONTAINERS FOR SHIPPING AND STORAGE

- Sixteen (16) plywood shipping containers for 24 flag sets were also purchased in 2007 and are to be used to store and ship flags, poles and stands.
- There are twelve 2' x 2' x 2' boxes for the stands, miscellaneous hardware (2 stands/box due to weight consideration).
- Boxes for stands include corrugated cardboard separators for use between the stands (stands are stored one on top of the other) and between the top stand and top of box to secure stands. Two individual cardboard separators should be used in both locations with one separator going one-way and the second going the other.
- There are four 4' x 1' x 1' boxes for the flags (six flags per box).
- There are plastic bags for each flag and pole set to keep the flags clean during storage and shipping.

CARE

- Flags should be inspected each year to determine their condition.
- Soiled state and municipal flags may be dry cleaned as needed.

PACKING/UNPACKING/SHIPPING INFORMATION

- A power screwdriver is needed to open the boxes.
- Flags, poles and stands should be transported by vehicle from Conference site to Conference site, if possible, due to shipping costs, weight of containers, etc.

- Containers can be shipped, if needed, with the cost of the shipping being a Conference related expense.
- Containers should be stored, transported and shipped in upright position.
- Tops of containers are marked "This Side Up."
- To access contents, remove three of the four screws located in the corners of the container top (Marked "This Side Up") and loosen the fourth screw.
- Container top can be rotated to remove contents.
- **DO NOT THROW AWAY CARDBOARD SEPARATORS IN BOXES FOR FLAG STANDS!!!!**
- Repack the containers in the same manner as they were packed, including the cardboard separators between the two stands and between the top stand and top of box.
- Remove the sand ballast from the three stands to reduce weight before transporting, especially shipping.

STORING

- Containers should be stored in dry, cool space.
- Containers should be stored, transported and shipped in upright position.
- Tops of containers are marked "This Side Up"

SUBJECT: MAINTENANCE OF RECORDS AND ARCHIVES

Purpose. The files of the Academy are to contain documents for legal and financial purposes and those other documents necessary to record the history of the Academy. These records are located with the Secretary, Treasurer, or Historian as appropriate.

Permanent Files. These items are to be kept in their original format and kept in an electronic format indefinitely.

- Admission Documents, all Societies
- Approved Annual Budgets, all years
- Articles of Incorporation
- Board of Directors Listing
- Brochures
- Constitution & Bylaws, all Iterations
- Code of Ethics
- Conference Reports
- Henning Recipient Letter, all years
- History
- House of Delegates Rosters
- IRS I.D. Number and Tax Exemption
- Logo
- Mission Statement, all Iterations
- News Articles; Academy Newsletter
- Official Minutes for all Meetings: House of Delegates, all Meetings of the Board, "E-Meetings", etc.
- Scholarship applications/materials
- Strategic Plan, all final updates
- Year-end Financial reports including audits for all years

Year-Specific Files. These files correspond to particular years of Academy activity and have a limited utility beyond a certain number of years. It is recommended that these be retained for no more than five (5) years. Documents should be shredded at the end of their retention period but kept in an electronic format.

- Academy Officer Roster
- Conference Financial Reports
- Correspondence
- Committee Appointments, current
- Committee Reports, current
- Financial Records including Bank Statements
- Membership Brochure
- Society Officers Roster, current
- Minutes, all meetings
- Strategic Plan, current year
- Constitution & Bylaws, current
- Standard Operating Procedure Manual

SUBJECT: PLAQUES

Past President's Plaque. This plaque resides with the Society of the current Past President for one year. It is requested that this plaque be displayed in a suitable location, highly visible to those associated with the local CPM program. As their term as President concludes, they shall have the next nameplate on the plaque engraved with information on the new President. The plaque shall then be handed over to the President of the Society of the current AACPM President, who will become the new Past President at the end of the year. The transfer of this plaque is usually part of the Awards Banquet ceremonies at the Annual Meeting.

The plaque is wooden and includes:

- The Academy logo as an emblem;
- The general descriptive wording "*Past Presidents of the American Academy of Certified Public Managers® - Providing Leadership Through the Ages*";
- Twelve (12) brass name plates, each inscribed with the President's name, state, and year of presidency.

Henning Award Plaque. This plaque resides with the Society of the current Henning award winner for one year. It is requested that this plaque be displayed in a suitable location, highly visible to those associated with the local CPM program. Prior to the subsequent Annual Meeting, the Society with the plaque shall have the next nameplate engraved with the name of the next Award winner. The plaque shall then be handed over to the President of the Society of the current winner. This transfer is usually part of the Awards Banquet ceremonies at the Annual Meeting.

This plaque is wooden and includes:

- The Academy logo as an emblem
- The general descriptive wording "*American Academy of Certified Public Managers® present the Henning Trophy for Outstanding Contributions to Public Management*"
- *Twelve (12) brass name plates, each inscribed with the recipient's name, state, and year of award.*

Replacement and Disposition of Plaques. When these plaques have been filled with twelve names, they are to be turned over to the Academy Historian or other person so designated by the Board to safeguard these awards. It is the intent of the Board that

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these plaques shall be displayed in an appropriate manner at subsequent Conferences. Replacement of these plaques shall be coordinated through the Academy President with payment made from Academy funds.

Board Plaques. Historically, the AACPM President has presented service plaques to the sitting Board of Directors each year during their term of office. With the advent of Board members with two-year terms, those members shall receive one plaque, during the second year of their term. This does not preclude the President from providing some modest acknowledgement during their first year if they so choose. The President-Elect is responsible for presenting a plaque to the sitting President. The presentation of these awards is usually part of the Awards Banquet ceremonies at the Annual Meeting.

SUBJECT: ASKEW AWARDS

About the Awards. The Academy created its Management Practices Committee to provide a mechanism for the recognition of management practices that represent the philosophy of the Academy. It was decided to focus on projects being completed as part of the various CPM programs. The Award winning projects should demonstrate the following criteria:

- Be innovative in its approach
- Demonstrate an improvement in quality within the work unit as a result of the project
- Show cost savings if the result of the implementation of the project
- Be an outstanding demonstration of CPM principles
- For recognition of other significant contributions

On May 18, 1996, members of the House of Delegates voted to name the awards of the Management Practices Committee for George Askew. George was a leader in the CPM Program at the state and national level, serving as President-Elect of the Academy in 1991-92, and President in 1992-93. He is also considered as the “first CPM”, being the first name called in first-ever CPM graduation ceremony in Georgia in 1983.

Purpose. These awards are given to acknowledge the efforts of those who have demonstrated exemplary work in the completion of their CPM projects, which are a vital component of each participant’s training. As stated on the medallion, these are given *“For the utilization of management practices exemplifying the philosophy of the American Academy of Certified Public Managers® in the completion of an exceptional curriculum project”*.

Award. The Academy has entered into a production agreement with a vendor with over 150 years experience producing medals, badges, and medallions. That vendor is:

V. H. Blackinton & Company, Inc
221 John Dietrich Blvd, PO Box 1300
Attleboro Falls, MA 02763-0300
508-699-4436; 508-695-5349 (fax)

The Award itself is a bronze medallion approximately 770cm (3”) in diameter and 5mm (3/16”) in thickness. The front of the award has the Academy logo with the words “American Academy of Certified Public Managers®” within the upper circumference and the words “George C. Askew Award” in script horizontally across the medallion under the logo. The reverse of the logo has the words “Presented to (space for engraving winner’s name) this (space for engraving the date) for the utilization of management practices ... “ (continued as stated in Purpose above).

One Award will be given to the winner from each CPM program that chooses to submit a name. For those submitted projects with multiple winners, the Academy will pay for the first medallion and the local CPM program will pay for any additional ones. Should the local CPM program be unable to furnish the additional medallions, and upon the program's request, the Academy will provide each author with an unframed certificate acknowledging their participation and achievement.

Committee Members and Chair. The committee shall be a joint committee, representing both the Academy and the Consortium, to function as the conduit for the application/nomination/recognition of exceptional CPM projects. The committee shall be composed of three to five members from different Societies and the Consortium. The members shall be appointed by the Academy President and approved by the Board. The Committee Chair or Co-Chairs are responsible for the implementation of the standards and process outlined in this SOP.

Application process. Programs submit the names of the Askew recipients to the Chair of the Management Practices Committee, or the Committee's designated individual responsible for this process, so there is a single point of contact for the application process.

The Askew Award medallions will be presented at the Annual Conference if the state program or Society provides the recipient's full name and project description no later than 75 days before conference beginning date. If these conditions are met, the recipients will receive the stamped/engraved medallion publicly at the Annual Conference and the recipient and project name will receive a complete write up in the conference brochure.

If the full name of the recipient and project description is received no later than 45 days from the beginning date of the Annual Conference, the recipient will have their name and project description published in a brochure available at the Annual Conference. The recipient will receive a blank medallion at the Annual Conference that the Academy will engrave after the conference and ship to the recipient.

If the full name of the recipient and project description is received at any time during the year later than the date of the conference, the recipient's name and project name will be recorded in the Askew history/record and the submitter will receive an engraved medallion. Reasonable effort will be made to provide the medallion and mention of the award at the Annual Conference, in the Academy Newsletter or other appropriate function.

If a team project is submitted, the Academy will fund the production of one engraved medallion per team. Additional duplicate medallions for the team members will be made available. The production of the additional medallions per project must be funded

by the recipient's local CPM program, Society, or the recipient and will include production, engraving, and shipping of the medallion.

Verification with the Sponsoring Agency. Before placing the annual order for Askew Award medallions with V. H. Blackinton & Company, Inc., the Chair of the Management Practices Committee or the Committee's designated individual responsible for this process, shall verify in writing (assumedly via e-mail) with the appropriate submitting official(s) the correct spelling of the Askew Award recipient(s) name as it shall appear on the medallion.

The Chair of the Management Practices Committee, or the Committee's designated individual responsible for this process, shall also request the submitting official(s) provide a phonetic spelling of the Askew Awards recipient(s) name to provide for clearer pronunciations in the recognition afforded to these individuals.

Coordination between the Askew Committee and the AACPM Treasurer. The Committee furnishes the Treasurer with a copy of all orders and related communications between the medallion vendor and the Committee. When a CPM program submits multiple winners, the Committee obtains commitment from the respective Society to pay for any additional of medallions and engraving after the first one, which is paid by the Academy.

The Committee and the Academy are the sole points of contact with the medallion vendor. The Committee arranges for the vendor to invoice the Academy Treasurer for all medallions and engraving. Invoices should include, or be accompanied by, the names and Society affiliation of the medallion recipients. The Committee will provide the Treasurer with the name and billing address for the individual within the local CPM program who is responsible for reimbursing the Academy for any additional medallions. The Academy Treasurer will then invoice the local CPM program as needed.

Publication in CPM Connection and Web Site. The Committee Chair or a designated member of the Committee shall be responsible for submitting an article to the editor of The CPM Connection for the edition immediately following the Annual Conference and presentation of Askew Awards to highlight the achievement of the Award recipients. A listing of award recipients to include: Host Jurisdiction; name(s) of award recipients, and title of project recognized will also be provided to the AACPM Member at Large for Conference and Communications for posting on the AACPM web site.

Criteria for nomination. Each CPM program provider will adopt its own specific criteria in selecting the outstanding project while taking into account the general principles listed previously. They are encouraged to involve members of their local Society whenever possible, even to the degree of turning over the selection process to that Society.

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Records Retention. Nominations and associated records shall be turned over to the Secretary for filing in the Academy archives within 30 days of the Annual Meeting at which the winner(s) are announced.

SUBJECT: PRESIDENT'S AWARD

Purpose. The Academy created the President's Award on May 22, 1999 to allow the President of the Academy to acknowledge the special service of an individual to the Academy. This award is given to recognize and publicly celebrate the service and accomplishment of an informal leader within the Academy

Award. A certificate will be presented to the honoree at the Banquet during the Annual Conference.

Selection process. The President is responsible for proposing an individual to receive this award. Board concurrence is required.

Criteria for nomination. The following criteria will be used in selecting recipients:

- Materially improved an Academy program(s) or initiative(s) on behalf of the membership and in consultation with the Board
- Gone the "extra mile" and set aside his/her time to significantly help the Academy deliver its member services
- Volunteered as a member, not as an elected Academy Board Member
- Demonstrated leadership and communicated effectively with all interested parties
- Sustained focus and energy in these efforts over a minimum twelve (12) month period.

AMERICAN ACADEMY OF CERTIFIED PUBLIC MANAGERS®

PRESIDENT'S AWARD & RECIPIENTS

	<u>President</u>	<u>Recipient</u>
2000	Dennis J. Magee (FL)	
2001	Thomas H. Patterson (LA)	
2002	Kay N. Rogers (SC)	Charlene Farmer (NH)
2003	Larry P. Totten (KY)	
2004	Ronald L. Buchholz (WI)	Gregory D. Hyland (AZ)
2005	Debbie J. Smith (OK)	CPM Project Team (NH) Theresa Jarvis/ Linda Kennedy/Kathleen Moulis/David Perry/Daniel Millis/Daniel Lennon
2006	William G. Herman (NH)	Ardie Davis (KS)
2007	Ronald L. Buchholz (WI)	Stephen J. Mastro (NC)
2008	Gregory D. Hyland (AZ)	William G. Herman (AZ) Larry Gordon (AZ)
2009	Stephen J. Mastro (NC)	
2010	Joyce Doakes-Smith (OK)	