

**NORTH CAROLINA SOCIETY OF CERTIFIED
PUBLIC MANAGERS**

POLICIES AND PROCEDURES MANUAL

Last Revision Date: June 10, 2010

**NORTH CAROLINA SOCIETY OF CERTIFIED PUBLIC MANAGERS
POLICIES AND PROCEDURES MANUAL**

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SUBJECT: INTRODUCTION

Purpose of this manual:

This manual contains policies and procedures for the North Carolina Society of Certified Public Managers (N.C.S.C.P.M.). This manual shall serve the membership by providing criteria, guidelines and procedures necessary to carry out the Society's programs and operations.

Proposal of new and revised policies/procedures:

It shall be the responsibility of the Board to update and maintain this manual. The Board shall review proposed changes to ensure that they are consistent with the Constitution and By-laws.

Approval of policies/ procedures:

All changes shall require approval by the Board.

Procedures not addressed:

Any questions of procedures not covered in this manual shall be determined in accordance with Roberts Rules of Order Newly Revised.

North Carolina Society of Certified Public Managers
World Class Leaders and Managers for the Public Sector

CODE OF ETHICS

Members Shall:

- Perform professional duties honestly and fairly.
- Contribute to the advancement of the knowledge, dignity and integrity of the public management profession.
- Respect the sensitivity of information obtained in the course of conducting professional activities, and not disclose any information that is deemed confidential.
- Uphold the rights of others in all of their personal and professional activities, and respect the dignity, cultural diversities and human rights of all persons.
- Use neither their position with the Society nor their public employment to secure privileges or advantages for themselves or others.
- Refrain from allowing personal interest to impair objectivity in the performance of duty while acting in an official capacity.
- Refuse to offer, give, or accept any payment or gift to influence, or appear to influence, the judgment of public officials or the exercise of their public responsibilities.
- Refrain from entering into relationships or situations that would result in a conflict of interest or give the appearance of a conflict of interest.
- Seek to maintain the highest degree of professionalism.
- Contribute to the growth of the public management profession.
- Work to raise the standards of excellence of the profession and to facilitate professional development of all practitioners.
- Recognize and support the citizens' right to know public business.
- Be proactive in providing quality customer service in a responsive, courteous, and professional manner.
- Take personal responsibility for decisions and actions.
- Recognize the importance of and the active participation in professional organizations.
- Lead by example in the performance of professional duties, acting with honesty and fairness.

SUBJECT: HISTORY OF THE SOCIETY

Formation: On the morning of November 16, 1988, forty interested members of the first graduating class of the North Carolina Public Manager Program with the designation Certified Public Manager met with Mrs. Bobbie Ann Clark, CPM from Baton Rouge, Louisiana and President of the American Academy of Certified Public Managers. The meeting was held at the Personnel Development Center, 101 W. Peace Street, Raleigh, North Carolina. Mrs. Clark presented information about the American Academy of Certified Public Managers and encouraged North Carolina CPMs to form a state society prior to the first American Academy Educational Conference and House of Delegates meeting being held in Baton Rouge, Louisiana in February of 1989. Early formation of the society would enable the new state society to be considered a “Charter State” of the Academy.

Following graduation on the afternoon of November 16th, a CPM Steering Committee formed to write a constitution and the by-laws for the North Carolina Society. On January 20, 1989, thirty-three Certified Public Managers officially organized the North Carolina Society of Certified Public Managers in Raleigh, North Carolina. The Department of the Secretary of State issued the Articles of Incorporation on January 31, 1989. At this time, the first officers and board of directors were elected by the Membership. Margaret J. Bailey was elected the first President of the NCSCPM. In February 1989 the Society received charter membership in the American Academy of Certified Public Managers at the House of Delegates meeting in Baton Rouge, Louisiana. Attending the House of Delegates meeting as representatives from North Carolina were Margaret Bailey, Bill Clements, and Ed Phillips. Also in attendance at the conference and House of Delegates meeting were Susan Anderson and Doris Canada.

Logo: Shortly after the Society was formed, the first Board of Directors authorized the development of a Society logo that would promote and identify the Society as a professional management organization. After considerable discussion concerning the desire to use the outline of the State in the logo, a member suggested that a stylized pinecone be also considered since it was somewhat synonymous with North Carolina, the Old North State.

The State Society contracted with Ms. Lisa Sowers, an artist-illustrator, to develop a logo using these ideas. To the Board’s pleasure at its next monthly meeting, Ms. Sowers presented the distinctive artwork showing a pinecone with the tips being the outline of the State. This design was unanimously accepted by the Board and became the basis for both the Society’s letterhead and lapel pin.

The design of the Society's logo was registered with the United States Copyright Office on April 15, 1991, under registration number VAU 205-332.

Production of the lapel pin was a project very aptly handled by Bill Clements, who was also instrumental in developing the Society's policy of selling the pin only to Certified Public Managers in the North Carolina Society.

Host of 1991 American Academy Meeting. A Host Committee, chaired by Margaret Bailey, was formed and included the following sub-committee chairs: Ronnie Condrey, exhibits; Helen Dowdy, hotel and accommodations; Tish Hagler, registration; Ed Phillips, entertainment; and Haywood Poole, transportation.

One hundred and eight Certified Public Managers from across the Nation attended the 3rd Annual American Academy Educational Conference and Annual Meeting held at the Radisson Plaza Hotel in Raleigh, N.C. The conference and meeting were a great success, setting the standard for hospitality within the Academy and adding approximately \$2,000 to the Academy's treasury.

Leadership within the American Academy. Since its beginning, the North Carolina Society of Certified Public Managers has played a very active role in the affairs of the American Academy. Margaret Bailey was elected President-Elect in 1990 and served as the Academy's third president in 1991-92, Ed Burt served two terms as Treasurer from 1992-94 and a third term in 2002-2003. Haywood Poole served as an at-large board member in 2002-2003. Tish Hagler served as Secretary for two terms, from 1994-96.

The North Carolina Society was very instrumental in developing the American Academy's logo from a design created by Ed Phillips and Lee Davis, sign shop supervisor at UNC-CH Physical Plant, and utilized at the 3rd Annual Meeting in Raleigh. Dennis Perry, a graphic designer in Raleigh, created the current American Academy logo that was approved by the AACPM Board of Directors while Margaret Bailey was President of the Academy.

At the March 29, 1990 House of Delegates meeting held in Princeton, New Jersey, Haywood Poole, the second president of the NC Society, presented a letter to the Academy offering to host the 3rd Annual Symposium of the Academy in April 1991, in Raleigh, North Carolina. The offer was accepted unanimously.

Officers:

PRESIDENT

1989	Margaret Bailey
1990	Haywood Poole
1991	Alma Brown
1992	Patricia Hagler
1993	Eddie Chapel
1994	Vivian Lord
1995	Ralph Fennell
1996	Bill Clements
1997	Mary Ann Barden
1998	Haywood Poole
1999	Ramona Tuck
2000	Patricia Hagler
2001	Steve Mastro
2002	Mary Reese
2003	Sandy Pearce
2004	Sarah Smith
2005	Tami Hinton
2006	Beverly Hall
2007	Pete Burk
2008	David Osborne
2009	Sarah Smith
2010	Jenny Rollins

PRESIDENT-ELECT

1989	Haywood Poole
1990	Alma Brown
1991	Patricia Hagler
1992	Eddie Chapel
1993	Vivian Lord
1994	Ralph Fennell
1995	Bill Clements
1996	Mary Ann Barden
1997	Haywood Poole
1998	Ramona Tuck
1999	Patricia Hagler
2000	Steve Mastro
2001	Mary Reese
2002	Sandy Pearce
2003	Sarah Smith
2004	Tami Hinton
2005	Beverly Hall
2006	Pete Burk
2007	David Osborne
2008	Sarah Smith
2009	Jenny Rollins
2010	Felicia McLean

TREASURER

1989	Ed Burt
1990	Ralph Fennell
1991	Ralph Fennell
1992	Ralph Fennell
1993	Nikki Howard
1994	Martha Sheppard

SECRETARY

1989	Peggy Ball
1990	Patricia Hagler
1991	Susan Anderson
1992	Susan Anderson
1993	Susan Anderson
1994	Susan Anderson

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<u>TREASURER</u>		<u>SECRETARY</u>	
1995	Timothy Pritchard	1995	Kathleen Brown
1996	Laura Young	1996	Kathy Lambert (1)
1997	Laura Young	1997	Kathy Lambert
1998	Ed Burt	1998	Kathy Lambert
1999	Ed Burt	1999	Gregory Cain
2000	Ed Burt	2000	Gregory Cain
2001	Ed Burt	2001	Pat Nobles
2002	Sandy Pfeiffer/Armenous Adams	2002	Jim Mulligan
2002	Armenous Adams (2)	2003	Jim Mulligan
2003	Armenous Adams	2003	Pete Burke (3)
2004	Charlie Helms	2004	Pete Burke
2005	Ed Burt (4)	2005	Pete Burke
2006	Tina Pickett	2006	Dan Thomas (5)
2007	Tina Pickett	2007	Amy Sawyer
2008	Dan Thomas	2008	Amy Sawyer
2009	Dan Thomas	2009	Kim Lash Gillespie
2010	Linda Jefferson	2010	Kim Lash Gillespie

Notes: (1) Kathy Lambert replaced Connie Barnette, (2) Armenous Adams replaced Sandy Pfeiffer (3) Pete Burke replaced Jim Mulligan, (4) Ed Burt replaced Charlie Helms (5) Dan Thomas replaced Pete Burk

IMMEDIATE PAST PRESIDENTS

1990	Margaret Bailey
1991	Haywood Poole
1992	Alma Brown
1993	Patricia Hagler
1994	Eddie Capel
1995	Vivian Lord
1996	Ralph Fennell
1997	Bill Clements
1998	Mary Ann Barden (1)
1999	Haywood Poole
2000	Ramona Tuck
2001	Patricia Hagler
2002	Steve Mastro
2003	Mary Reese

2004	Sandy Pearce
2005	Sarah Smith
2006	Tami Hinton
2007	Beverly Hall
2008	Beverly Hall (2)
2006	Tami Hinton
2009	David Osborne
2010	Sarah Smith

Notes: (1) Resigned-position not filled; (2) Beverly Hall replaced Pete Burke

BOARD MEMBERS

1989

Ed Phillips, Chair	Bill Clements
Mary Ann Van Name, Vice-Chair	Gerald Dorsett
Betty Budd	Patricia Hagler

1990

Ed Phillips, Chair	Gerald Dorsett
Ronald Condrey, Vice-Chair	Helen Dowdy
Betty Budd	Mary Ann Van Name

1991

Ed Phillips, Chair	Ronald Condrey
Helen Dowdy, Vice-Chair	Antony Queen
Betty Budd	Katherine Tyner

1992

Helen Dowdy, Chair	Ronald Condrey
Ronald Hawley, Vice-Chair	Antony Queen

Bill Clements

Katherine Tyner

NCSCPM-

SECTION: 1.00 (con't)

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1993

Ronald Hawley, Chair
Ann Wall, Vice-Chair
Jeffery Brown

Bill Clements
John Coan
Antony Queen

1994

Kathleen Brown
Bill Clements
John Coan

Ronald Hawley
Denny McGuire
Ann Wall

Note: Bylaw changes during 1994 and 1995 eliminated the Board Chair position. It was reestablished in 1996.

1995

Mary Ann Barden
Joyce Hilliard-Clark (1)
Harvey Lineberry

Denny McGuire
Catherine Morris (2)
Ed Phillips (3) and (4)

Notes: (1) Joyce Hilliard-Clark replaced Kathleen Brown, (2) Catherine Morris replaced Ann Wall, (3) Ed Phillips replaced John Coan, and (4) later in the year was appointed to Joyce Hilliard-Clark's unexpired term.

1996

Ed Phillips, Chair
Margaret Bailey (1)
Nate Hall

Kathy Lambert (2)
Sandy Pearce
Haywood Poole (3)

Notes: (1) Margaret Bailey replaced Ralph Dearborn, (2) Kathy Lambert replaced Denny McGuire, and (3) Haywood Poole replaced Harvey Lineberry.

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Vacant
Margaret Bailey
Greg Cain, Chair (2)

Jim Mulligan
Sandy Pearce
Ramona Tuck (1)

Notes: (1) Ramona Tuck replaced Haywood Poole.
(2) Greg Cain replaced Nate Hall as Chair.

1998

Greg Cain, Chair
Sandy Pearce
Margaret Bailey

Jim Mulligan
Sid Autry
Bill Burston

1999

Sandy Pearce, Chair
Sid Autry
Marianne Frederick (1)

Steve Mastro
Catherine Morris
Mary Reese (2)

Notes: 1) Marianne Frederick replaced Bill Burston
2) Mary Reese replaced Rick Mumford

2000

Sandy Pearce, Chair
Marianne Frederick
Julie Hunkins

Catherine Morris
Mary Reese
Martha Tracy (1)

Notes: (1) Martha Tracy replaced Steve Mastro (President-elect)

2001

Sandy Pearce, Chair
Jeff Joines
Mary Fox

Marianne Frederick

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2002

Greg Cain, Chair
Jeff Joines
Mary Fox

Marianne Frederick
Pat Nobles
Sarah Smith

2003

Mary Fox, Chair
Pat Nobles
Tami Hinton (1)

Marianne Frederick
Suzanne Massengill
Kathy Shepherd (2)

- (1) Tami Hinton replaced Armenous Adams who was appointed Treasurer
- (2) Kathy Shepherd replaced Sarah Smith who became President Elect

2004

Suzanne Beasley
Mary Burries (1)
Beverly Hall
Amy Sawyer (2)

David Hyder
Wesley Seamon
David Osborne

- (1) Mary Burries appointed to replace Kathy Shepherd
- (2) Amy Sawyer appointed to replace Mary Burries

2005

Suzanne Beasley
Amy Sawyer
Rodger Rochelle

David Osborne
Katherine Harrelson (2)
Tina Pickett (1)

- (1) Tina Pickett appointed to replace Beverly Hall who became President-Elect
- (2) Katherine Harrelson appointed to replace Wesley Seamon

2006

David Osborne
Amy Sawyer
Kim Gillespie

Roger Rochelle
Karen Corely
Katherine Harrelson

2007

J Robin Haden
Kim Gillespie
Karen Corlely

Anita McNeil
Tina Pickett
Dan Thomas (1)

(1) appointed to complete the term of Katherine Harrelson

2008

Anita McNeil
Kim Gillespie
Jenny Rollins

Terry Bell
Tina Pickett
Phil Henry

2009

Joel Herron
Amy Sawyer
Tina Pickett

Terry Bell
Felicia McLean
Linda Jefferson

2010

Cynthia Bostic
Joel Herron
Alisa Huffman (2)

Robert McKie (1)
Charlene Shabazz
Dan Thomas

(1) appointed to complete the term of Linda Jefferson and (2) appointed to complete the term of Felicia McLean, who were elected to officer positions

SUBJECT: MISSION/PURPOSE

Purpose: The NCSCPM exists to promote fellowship and cooperation in public service, to provide expertise for conducting research and special problem investigations, to provide training for the advancement of managerial abilities, to establish standards of performance for managers in public service, to encourage recognition of public management, and to assist agencies in public and private service.

Notes: The activities of the society shall comply with all legal codes, both state and federal. The society shall be nonpartisan and shall not endorse candidates for public office.

SUBJECT: CONSTITUTION AND BYLAWS

As revised at the Annual Meeting November 19, 2004

I. NAME

The name of this organization shall be “North Carolina Society of Certified Public Managers, Inc.”. It shall be a body incorporated under the laws of the State of North Carolina, and hereinafter referred to as the Society or NCSCPM. The registered office of the Society shall be 101 West Peace Street, Raleigh, North Carolina 27603 (MSC 1333) or at such other places that the membership or Board of Directors may establish.

II. PHILOSOPHY AND PURPOSES

2.1 **Philosophy:** The Society believes that managers in the public sector have a responsibility to uphold the public trust; to provide service consistent with efficient and effective management practices; to pursue continuing educational opportunities; and to exercise enlightened leadership, demonstrating vision and competence in professional management.

2.2 **Objectives:** The objectives of the Society shall be:

1. To promote development and improvement of the Public Manager Program of North Carolina.
2. To improve communication, cooperation, and coordination among state agencies.
3. To provide opportunities for professional growth of Society members through continuing education.
4. To promote the development of professionally trained managers as a resource for state government.
5. To promote efficiency and productivity in state government.
6. To promote on the part of its members a standard of behavior which demonstrates a high level of ethical responsibility in the performance of official duties and that responsibility shall be set forth in the Society Canons of Professional Responsibility.

- 2.3 The Society exists to promote fellowship and cooperation in public service, to provide expertise for conducting research and special problem investigations, to provide training for the advancement of managerial abilities, to establish standards of performance for managers in public service, to encourage recognition of public management, and to assist agencies in public and private service. This Constitution and Bylaws and the Charter of the Society shall be honored faithfully at all times. The activities of the Society shall comply with all legal codes, both state and federal.
- 2.4 The Society shall be nonpartisan and shall not endorse candidates for public office.

III. MEMBERSHIP

- 3.1 **Classification:** The membership of the Society shall consist of Active Fellows, Honorary Fellows, Associate Fellows and Friends of the Society.
- 3.1.1 **Active Fellows:** Any person having a valid and un-revoked certification as a public manager issued by any program accredited by the National Certified Public Manager Consortium shall be eligible for Active Fellowship in the Society. The Board of Directors shall establish standards for continuing membership as a fellow.
- 3.2 **Termination or Suspension of Membership:** Membership in the Society shall terminate or be suspended upon the failure to meet continuing membership requirements, the failure to pay dues, or by a majority vote of the Board of Directors for reasons of unethical or illegal conduct. A member may resign from the Society by submitting a written resignation.

A member shall be suspended for the following reasons:

- Default in the payment of dues or other monetary obligations to the Society.
- Failure to remain a “member in good standing” of the Society, as outlined in Section 3, Article 6, Paragraph 6.2, Responsibilities of Members.

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 Ethical Practices/Bylaws 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 Ethical Practices/Bylaws 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 Society's Board of Directors.
 - The Board of Directors decides, by majority vote, both the question of guilt and the question of penalty to be imposed.
 - The decision of the Board of Directors shall be final.
- 3.3 **Expulsion of a Member:** A member whose personal conduct of fitness is such as to make further affiliation with the Society undesirable may be expelled from the Society. The same process applicable to the suspension of a member for cause shall be followed.
- 3.4 **Reinstatement:** A member suspended due to resignation from the Society may be reinstated upon payment of all dues and monetary obligations due the Society.
- A member suspended for nonpayment of dues or other monetary obligations shall be reinstated upon full payment to the Society.
 - A member suspended or expelled from the Society for cause may be reinstated upon written application to the President of the Society, review and recommendation for reinstatement by a majority vote of the membership of the Ethical Practices/Bylaws Committee, and approval by a majority vote of the Board of Directors.

IV. AFFILIATION

- 4.1 **Classification:** Affiliates of the Society shall consist of Honorary Fellows, Associate Fellows, Friends of the Society, and other classes of affiliation as may be established by the membership or the Board of Directors.

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- 4.1.1 **Honorary Fellows:** A person may be elected as an Honorary Fellow of the Society by a majority vote of the membership. This classification of fellowship is established to recognize outstanding support of the Society by those who are not eligible for membership through certification.
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- 4.1.2 **Associate Fellows:** Any person who is currently participating as a student, instructor, or administrator in the Public Manager Program is eligible for membership as an Associate Fellow. Graduates of the Public Manager Program can maintain Associate Fellow status for up to three years if actively pursuing certification.
- 4.1.3. **Friends of the Society:** Any person who does not qualify as an Active, Honorary, or Associate Fellow but who upholds the goals of the Society and desires affiliation is eligible for affiliation as a Friend of the Society.
- 4.2 **Termination or Suspension of Affiliation:** Affiliation in the Society shall terminate or be suspended upon the failure to pay dues or by a majority vote of the Board of Directors for reasons of unethical or illegal conduct as outlined in Section 3, Article 3, Paragraph 3.2.

V. *FINANCES*

- 5.1 **Dues:** Society dues as recommended by the Board of Directors shall be approved by a majority vote of the membership. The Board of Directors may waive dues for Honorary Fellows as deemed appropriate. Dues are payable by November 30th for the following calendar year.
- 5.2 **Budget:** The Budget Committee shall present a proposed budget for discussion and approval by the Board of Directors. The Board of Directors can modify or adjust the budget as deemed necessary. Officers and Board members of the Society shall not be authorized to obligate the Society for any expenditure that exceeds the current fund balance.
- 5.3 **Fiscal Year:** The fiscal year of the Society shall be the calendar year.
- 5.4 **Financial Reviews:** It shall be the responsibility of the Board of Directors to review the financial conditions of the Society and implement necessary changes and modifications consistent with the provisions of this Constitution and Bylaws. It shall be the responsibility of the treasurer to prepare statements of income and expenses for presentation at each meeting of the Society. The treasurer shall also

be responsible for maintaining the financial records of the Society in accordance with accepted accounting principles.

- 5.5 **Compensation:** The Society shall not be operated for pecuniary gain or profit. No part of the income of the Society shall be used to compensate its officers or fellows, except for reimbursement of expenses for Society business.

VI. RIGHTS AND RESPONSIBILITIES

- 6.1 **Rights of Members:** All members of the Society shall be entitled to attend and participate in all activities of the Society. However, only Active Fellows shall be eligible to hold elective office and to vote on matters before the Society. Voting may be done in person or by mail ballot.
- 6.2 **Responsibilities of Members:** Members shall conduct all business in a professional and ethical manner, upholding the principles, rules and regulations of the Society at all times. Members shall honor the confidentiality of all discussions and business transacted by the Society. Members shall serve on committees and perform other duties as charged by the officers, Board of Directors or membership of the Society. Members shall actively support the Society by attending meetings, voicing opinions, voting, and promptly paying dues and assessments.

VII. OFFICERS

- 7.1 **Number of Officers:** The officers of the Society shall be president, president-elect, secretary, and treasurer. Other officers may be authorized by two-thirds majority vote of the membership of the Society. All officers of the Society shall be elected by a vote of the Active Fellows.
- 7.2 **Term:** The officers of the Society are installed at the annual meeting and shall hold office for the membership years for which they were elected. The president and the president-elect may not serve consecutive terms in the same office. The secretary and treasurer shall not serve more than three consecutive terms.
- 7.3 **Removal:** Any officer of the Society shall be removed for valid and just cause by a majority of votes cast by the Active Fellows.
- 7.4 **Vacancies:** If any office becomes vacant during a term of office for any reason, the office may be filled by vote of the Board of Directors.

- 7.5 **President:** The president shall be the chief executive officer of the Society and represent the Society to outside organizations and public agencies including the American Academy of Certified Public Managers. The president shall be responsible for the administration of all the affairs of the Society excluding those assigned to the chair of the Board. The president shall preside at all general membership meetings of the Society, and shall have no vote therein except in the event of a tie vote when the president shall have the deciding vote. The president shall have the authority to call or cancel regular and special meetings of the Society. The president shall preserve order and enforce the Constitution and Bylaws. The president shall appoint chairs of each committee as prescribed in this Constitution and Bylaws. The president shall regularly communicate with committee chairs to make sure the committees are functioning and meeting their objectives. The president is authorized to establish customs and procedures or as instructed by the Board of Directors or the membership, including preparation of appropriate planning documents.
- 7.6 **President-Elect:** The president-elect shall perform such duties as the president may delegate or the Society may prescribe. In the absence of the president, the president-elect shall perform the duties of the president. Should the president vacate that office for any reason, the president-elect shall assume the office of president, with all its privileges and responsibilities until the office is otherwise filled. The president-elect shall be the Society parliamentarian and serve as program chair. The president-elect will assume the office of president following the completion of the term as president-elect. The president-elect's term of office as president-elect will be the one calendar year following election at the annual meeting.
- 7.7 **Secretary:** The Secretary shall maintain attendance records for board members. The secretary shall keep the minutes of all meeting of the Society and the Board of Directors. The secretary shall be the custodian of all current records of the Society and deliver these records to the successor secretary promptly upon completion of the term of office. The secretary shall be the custodian of the official seal of the Society. The secretary's term of office will be the two calendar years following election at the annual meeting.
- 7.8 **Treasurer:** The treasurer shall collect, receive, and have charge of all funds of the Society. These funds shall be placed in a financial institution as directed by the president or the Board of Directors. The books of the Society shall be open

at all times. The treasurer shall make the books available for audit as directed by the president or the Board of Directors. The treasurer shall deliver all records to perform other duties as delegated by the president, the Board of Directors, or the membership. The treasurer's term of office will be the two calendar years following election at the annual meeting.

- 7.9 **Bonding:** Any requirement of bonding of officers shall be determined by the Board of Directors.
- 7.10 **Auditing:** the audit committee as described in section 11.2.7 shall conduct a financial audit each year. A copy of this audit shall be presented to the Board for approval. No current officer, board member or immediate past Treasurer shall serve as a member of the Audit Committee.

VIII. BOARD OF DIRECTORS

- 8.1 **Authority and Responsibilities:** The Board of Directors shall be the governing body of the Society. The Board shall exercise powers vested in it by the membership to manage the property, affairs, and activities of the Society. The Board shall be responsible for reviewing and insuring that all activities of the Society are in accordance with the policies, and the direction of the membership. The chair of the Board will preside and call meetings of the Board as necessary to conduct the business of the Society and is authorized to cancel called meetings of the Board as necessary. The chair of the Board is responsible for the administrative duties of the Board, including preparing an agenda and notifying Board members of the meeting date, time, and place. The Board is authorized to adopt policies, rules and regulations to assure efficient and economical operation of the Society. The Board shall publish minutes of all meetings. The Board shall not be authorized to hold meetings that are closed to the membership.
- 8.2 **Number:** The Board of Directors shall consist of the president, the president-elect, the immediate past president, the secretary, the treasurer, and six active fellows elected by the membership. The director of the Public Manager Program, or his or her designee, shall serve as a non-voting ex-officio member of the board.
- 8.3 **Term:** The term of office for elected directors shall be two years. No director of the board can serve more than three consecutive terms. The term for directors added to the Board shall be adjusted as necessary so that approximately one-half

of the Board retires in each calendar year. At least three directors of the Board shall be elected each year. Vacancies on the Board occurring for reasons other than expiration of the term of office shall be filled by the Board of Directors for the remainder of the unexpired term. Any director who ceases, for whatever cause, to be an Active Fellow, also ceases to be a director.

- 8.4 **Voting and Quorum:** Each member of the Board shall have one vote. A quorum shall consist of six of the members of the Board. When a quorum is present, a majority of the Board members at the meeting shall prevail on all issues. Proxy voting by members shall not be permissible. Any action taken by the Board outside an official meeting must be documented and presented to the full Board at its next meeting.
- 8.5 **Meetings:** The Board shall meet following the election of new Board fellows to elect a chair from among the six elected fellows. The chair shall preside at all Board meetings. The Board shall have at least one meeting each quarter. Special meetings may be held upon the request of the chair or upon the written request of three fellows of the Board, or a vote of the membership.
- 8.6 **Notice of Meetings:** Members of the Board shall be given at least ten days notice of regular Board meetings. Special Board meetings may be scheduled on five days notice. In case of emergency, a special meeting may be called on twenty-four hours notice, provided personal contact is made with all Board members to the extent practical.
- 8.7 **Cancellation of Meetings:** In case of emergency or due to unforeseen circumstances, a meeting may be cancelled by the Chair of the Board without prior notice, provided personal contact is made with all Board members to the extent practical.
- 8.8 **Removal:** A Board member may be removed from office for unethical or illegal conduct by a majority vote of the Board or the membership. Three consecutive absences from meetings of the Board shall constitute forfeiture of Board membership.
- 8.9 **Delegates to the American Academy of Certified Public Managers:** Each state is allowed three delegates to the American Academy's House of Delegates, which is the governing body of the Academy. The Society president, the

president-elect, and the Board chair, will serve as the delegates from the North Carolina Society. If one or more of these delegates cannot attend a particular meeting of the American Academy, then the Board will elect alternates, either from the Board or the general membership, to represent the Society at the particular meeting.

IX. GENERAL PROVISIONS

- 9.1 **Liability and Indemnification:** There shall be no liability on the part of any fellow of the Society for any of its debts or obligations, either contractual or otherwise. Each director and officer of the Society, whether in office or not, shall be indemnified by the Society against all costs and expenses reasonably incurred by, or imposed on, such fellow by reason of such fellow having served as a director or an officer.
- 9.2 **Parliamentary Procedure:** The rules contained in the current edition of *Robert's Rules of Order* shall govern all meetings of the membership, the Board, committee meetings, and any other official meetings of the Society.
- 9.3 **Prohibitions:** No officer, director, or member shall be authorized to create any financial liability for the Society in any way other than as authorized through official meetings of the Board or the membership. The Society shall devote itself to the support of broad fundamental principles and policies vital to the promotion of the purposes of the Society and those that are in the best interest of its members and those whom it serves.
- 9.4 **Notices:** Except as otherwise specifically provided in the Constitution and Bylaws, whenever notice is required to be given to any member, officer, or director, it shall be construed to be personal notice, but such notice may be given by either personal notice or by telephone, facsimile, cablegram, electronic mail, or by mail sent to the current address as recorded in the books of the Society. Notice shall be deemed given at the time the notice is sent or mailed.
- 9.5 **Dissolution:** In the event of dissolution, all residual assets of the Society shall be distributed to similar organizations as directed by the Board or the membership.

X. MEETINGS OF THE SOCIETY

- 10.1 **Number:** Meetings shall be held at a time and place to be designated by the president or the Board. Special meetings may be called at the discretion of the president or the Board. The Society shall hold one of its meetings as the designated annual meeting. Elected officers and Board members shall be installed at this meeting. The Board of Directors shall be governed by instructions given at these meetings.
- 10.2 **Notices:** Members shall be given 30 days advance written notice of any meeting.
- 10.3 **Notices of Cancellation:** Whenever scheduled meetings of the Society are cancelled, notice is required to be given to any member, officer or director. Such notice may be given by either personal notice or by telephone, facsimile, cablegram, electronic mail, or by mail sent to the current address as recorded in the books of the Society. Notice shall be deemed given at the time the notice is sent or mailed.
- 10.4 **Voting:** Each Active Fellow shall have one vote on matters brought before the membership. Only Active Fellows may vote. Majority shall mean simple majority unless the Bylaws specify two-thirds majority. Motions shall be approved by a majority vote of the membership present at a duly called meeting.
- 10.5 **Ballot:** The president shall determine the method of voting.
- 10.6 **Quorum:** The members present at an authorized meeting shall constitute a quorum.

XI. COMMITTEES

- 11.1 **General:** The Society shall have permanent committees as provided by the Constitution and Bylaws. The President or the Board of Directors shall establish special committees as deemed necessary to facilitate the operation of the Society. The President shall appoint the Chairs of each committee from Active Fellows. The Chair of each committee may select members for the committee including Active and Associate Fellows or Friends of the Society.

- 11.2 **Permanent Committees:** The permanent committees of the Society shall be: Nominations and Elections, Membership, Ethical Practices/Bylaws, Public Relations/Publications, Program, Auditing, and Budget. No later than one month following the annual meeting of the Society, the incoming president will name the chairs of all permanent committees. No later than one month following that date, all committee chairs will have named their committee members, and will have submitted a proposed budget to the incoming president for the next fiscal year. Committee members may be appointed to serve more than one year.

All committees will develop administrative guidelines specific to that particular committee which will be utilized in running the committee from year to year.

- 11.2.1 **Nominations and Elections Committee:** This committee shall consist of the last three past presidents who are active members of the Society and/or fellows as designated by the Board of Directors. The immediate Past President shall serve as Chair of the committee. It shall be the responsibility of this committee to accept nominations for the Board of Directors, the president-elect, the secretary, the treasurer, and other elective officers as may be established. The nominations committee shall make an effort to insure a slate of nominees that reflects the diversity present in the Society. This committee shall be responsible for the conducting of elections, including preparation and distribution of ballots, receipt and protection of voted ballots, counting and certification of the vote, and announcement of the tabulation of the vote. This committee shall provide professional profiles of all nominees to be shown on the ballot. This committee shall also be responsible for conducting other voting by ballot that may be necessary. Voting fellows shall be provided the privilege of casting secret ballots.
- 11.2.2 **Membership Committee:** This committee shall consist of at least three members appointed by the Chair of the committee. This committee is responsible for recruiting and promoting membership. This committee will be responsible for the annual membership drive and will focus on all categories of membership. This drive should start no later than October 1. This committee shall also be responsible for monitoring the qualifications of members to maintain active status and for recertifying the qualifications of members. The committee shall maintain a current mailing list of all Society members.

- 11.2.3 **Ethical Practices/Bylaws Committee:** This committee shall consist of at least three members appointed by the Chair of the committee. This committee is responsible for developing and promoting a code of professional ethics for members. This committee shall develop procedures for investigating and administering discipline in matters involving members of the Society. This committee shall be responsible for proposed changes to the code of professional ethics. This committee shall report to the Board of Directors any evidence it has concerning violations by members of the ethical practices endorsed by the Society. This committee shall also be responsible for drafting proposed changes to the bylaws and monitoring the constitutional procedure for amending the bylaws.
- 11.2.4 **Public Relations/Publications Committee:** This committee shall consist of at least three members appointed by the Chair of the committee. This committee shall be responsible for all aspects of the Society's public relations such as press releases and news articles. This committee shall be responsible for publishing and disseminating a periodic newsletter to the membership, and for coordinating other publication efforts as needed, including the Society Web site. The committee shall also assist the membership committee in the recruitment of members.
- 11.2.5 **Program Committee:** This is an empowered committee. The chair of the program committee shall be the President-Elect of the Society who shall appoint members of the committee. The committee shall schedule speakers and plan programs for workshops, seminars, and the annual educational conference sponsored by the Society. For the annual educational conference and business meeting, the committee shall coordinate closely with the Board.
- 11.2.6 **Audit Committee:** The committee shall consist of at least two members appointed by the Chair of the committee. The committee shall audit the financial records of the Society and shall present a report to the Board of Directors. The audit should be conducted at the beginning of the new fiscal year. The Chair and the other members serving on this committee should not be on the current Board of Directors.
- 11.2.7 **Budget Committee:** The Budget Committee shall consist of the Treasurer, the President-Elect and one other Board member selected by the President. This committee is responsible for preparing annually the proposed budget that is presented to the Board of Directors for approval. The committee, with input from other standing committee chairs, shall prepare and submit a balanced budget

based on anticipated revenues and expenses no later than the February Board meeting.

- 11.2.8 **Special Committees:** Special committees shall be established as required to meet the needs of the Society.

XII. ELECTIONS

- 12.1 **Annual Elections:** The Society shall conduct an annual election for all officers as prescribed by this Constitution and Bylaws. The elections shall be held in advance of the designated annual meeting so that the results of the election can be finalized at that time.

- 12.2 **Nominations:** See Section 11.2.1.

- 12.3 **Ballots:** Ballots shall be prepared and distributed to all Active Fellows. At least ten days shall be provided for returning marked ballots. The ballots shall contain thereon the name of each candidate for each office, a space for write-in votes for each office, instructions for completing the ballot, and a notice of the last date that ballots will be accepted. Ballots shall be transmitted to all Active Fellows at least thirty days prior to the annual meeting by facsimile, cablegram, electronic mail, or by mail sent to the current address as recorded in the books of the Society.

- 12.4 **Counting of Votes:** The ballots will be certified, and counted by the Nominations and Elections Committee. The candidate with the highest number of votes shall be declared elected. It will not be necessary to conduct a run-off election if a single candidate does not receive a majority of the votes cast. In the event of a tie vote, the Board of Directors shall determine which candidate shall be declared elected. The Society President shall certify elections results.

XIII. AMENDMENTS

- 13.1 **Proposals:** Any Active Fellow may propose amendments to the Constitution and Bylaws. All proposed amendments will be submitted to the Board of Directors for study and recommendation.

- 13.2 **Notification:** All proposed amendments must be presented in writing to the Active Fellows prior to the time of the meeting at which they will be voted on.

- 13.3 **Voting:** The Constitution and Bylaws may be amended by a two-thirds majority vote of the Active Fellows present at a duly called meeting. The Board may amend the Constitution and Bylaws to correct any error or inconsistency in typing, or reproduction. Furthermore, the Board may approve amendments required to bring documents into compliance with applicable federal and state laws or State Personnel Commission policy. The Board will notify the membership of such changes within 30 days.

XIV. OPERATING PROCEDURES

Operating procedures of Society activities may be adopted or amended by a simple majority of the Board in a duly called meeting in accordance with provisions of this Constitution and Bylaws.

XV. CANONS OF PROFESSIONAL RESPONSIBILITY FOR FELLOWS AND AFFILIATES OF THE SOCIETY

I support public service to the people of North Carolina either through my interest in promoting good government or through professional association with state government managers.

I will conduct myself in such manner as to bring respect to public servants and credit to the North Carolina Society of Certified Public Managers.

I will perform all duties with which I am charged to the best of my ability and in the most effective and efficient manner possible.

I acknowledge responsibility to my employing agency, and I will do my best to assure that its goals and legal responsibilities are met.

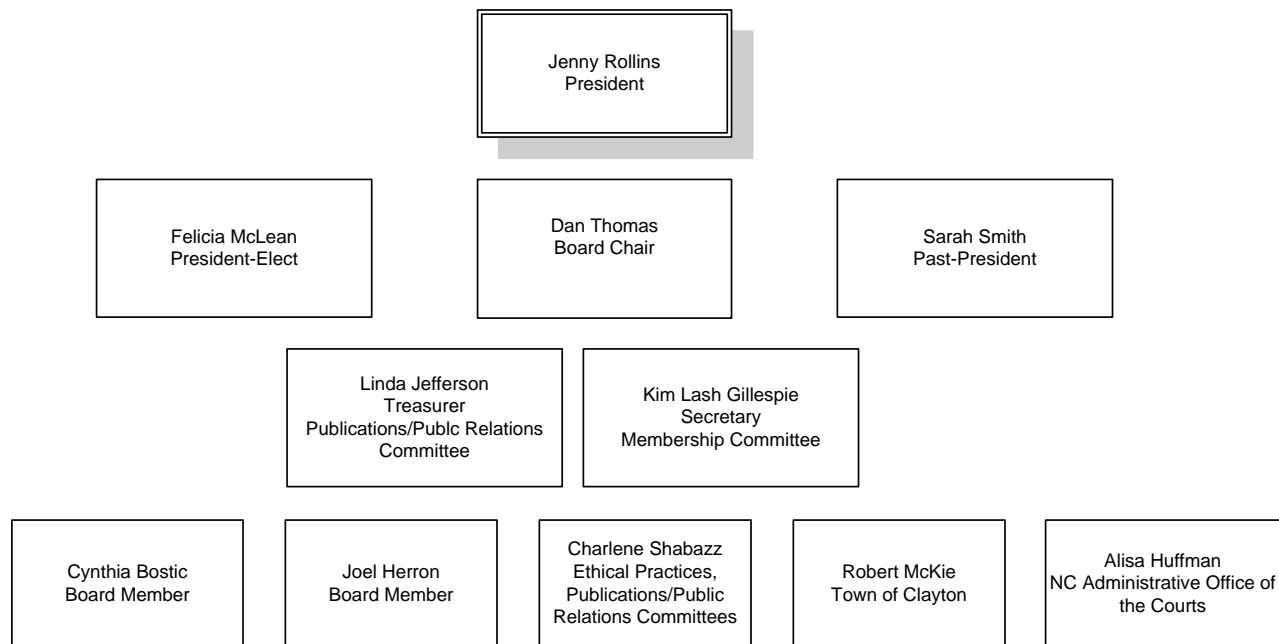
I acknowledge responsibility to any employees under my supervision. I will endeavor to provide them with a work environment conducive to their professional growth. I will treat them with respect and evaluate them solely upon objective appraisal of relevant work criteria.

By accepting employment in the public sector, I understand that I accept a position of public trust. I will continue to study principles of public management and attempt to continuously improve my skills for the benefit of those whom I serve.

I will continue to support public service and uphold the principles of good management whether or not currently employed by the State of North Carolina.

2010 NCSCPM BOARD

Organizational Structure



SUBJECT: DUTIES AND RESPONSIBILITIES OF OFFICERS

Purpose: The officers of the Society shall be president, president-elect, secretary, and treasurer. Other officers may be authorized by a vote of the membership of the Society. All officers of the Society shall be elected by a vote of the Active Fellows.

Term: The officers of the Society are installed at the annual meeting and shall hold office for the membership year(s) for which they were elected. The president and the president-elect may not serve consecutive terms in the same office. The secretary and treasurer shall not serve more than three consecutive terms.

Removal: Any officer of the Society shall be removed for valid and just cause by a majority of votes cast by the Active Fellows. The procedure for determining removal of an officer is as follows:

- A charge of improper conduct inconsistent with the *Canons of Professional Responsibility for Fellows and Affiliates*;
- A confidential investigation has been made by the Bylaws and Ethics Committee of all allegations made against a member;
- The Ethics Committee finds substance to the allegations and prepares a resolution specifying charges. In the event the Committee finds no validity to the allegations, resolution shall be prepared exonerating the member;
- The Ethics Committee provides written notification to the accused of all charges and provides for a presentation of the resolution of charges and rebuttal by the accused before a closed meeting of the Board of Directors;
- 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.
- Each board member shall sign the Conflict of Interest Statement in January of each year. The Conflict of Interest statements are maintained by the Ethical Practices/Bylaws Committee.

Vacancies: If any office becomes vacant during a term of office for any reason, the office may be filled by vote of the Board of Directors.

SUBJECT: DUTIES AND RESPONSIBILITIES OF THE PAST PRESIDENT

Purpose: The immediate Past President shall serve as a member of the Board of Directors to create continuity in the year-to-year business of the board.

Term: The immediate Past President shall serve a one-year term as a board member.

Duties: The immediate Past President shall serve as the Chair of the Nominations and Elections Committee. (Reference Section 5.10)

The immediate Past President shall serve as advisor to the President.

The immediate Past President shall serve as a mentor to a new Board member.

The immediate Past President shall serve as the Archivist for a one-year period, to coincide with his/her appointment as Past President. (Reference Section 5.16)

SUBJECT: DUTIES AND RESPONSIBILITIES OF THE PRESIDENT

Purpose: The President shall be the chief executive officer of the Society and represent the Society to outside organizations and public agencies including the American Academy of Certified Public Managers.

Term: The President shall serve for one year, beginning January 1 and ending December 31 of the same year.

Duties: The President shall:

- λ While in President-elect status, - Appoint the Chair(s) of each standing committee no later than one month following the annual meeting of the Society. Chairs are to be chosen from among the Active Fellows of the Society.
- λ Work with the newly appointed committee Chairs and the Treasurer to draft committee budgets to adequately fund those activities necessary to meet short and long-term Society goals. These budgets are to be submitted to the Board for approval no later than February 28th.
- λ Oversee the functioning and progress of all committees.
- λ Establish special committees as deemed necessary to facilitate the operation of the Society.
- λ Preside at all general membership meetings of the Society, and shall have no vote therein except in the event of a tie vote when the President shall have the deciding vote.

- λ Shall have the authority to call regular and special meetings of the Society.
- λ Be responsible for the administration of all the affairs of the Society excluding those assigned to the Chair of the Board.
- λ Preserve order and enforce the Constitution and Bylaws.
- λ Work with the Board Chairman to determine the written agenda for meetings.
- λ Keep the president-elect informed on all Society activities.
- λ Liaison with The CPM Program in the Office of State Personnel.
 - a. The President shall maintain regular communication with CPM Program officials. The President shall recommend and the Board of Directors shall approve the representative to act as liaison to the Office of State Personnel CPM Program. The President shall be responsible for providing support to that liaison for the purpose of strengthening the linkages with this State agency.
 - b. The President shall promote Society interaction with CPM candidates. Additionally, the President or Designee shall welcome the new CPM graduates at the yearly graduation.
- λ Liaison with The American Academy of Certified Public Managers (AACPM). The President is the contact person for the American Academy. The President shall:
 - a. Inform and update Society on all Academy activities.
 - b. Ensure all responsibilities of the Society, per the AACPM annual Activity Calendar, are met within timeframes. (See current calendar.)
 - c. Ensure all arrangements and responsibilities of the Society for the Annual meeting are completed within scheduled timeframes.

- d. Act as a voting delegate or appoint a designee to the Academy House of Delegates.
- e. Ensure that North Carolina has a complete roster of voting delegates, three official delegates and one alternate, to the AACPM House of Delegates.
- f. Distribute Academy materials, including official ballots, to the NCSCPM three official delegates to the House of Delegates.
- g. Work with the Board of Directors or other members to select and purchase a gift to the American Academy that represents North Carolina.
- λ Promote Society communication with state government officials, such as the Director of the Office of State Personnel.
- λ Preside over the annual meeting. Organize and conduct a review of the previous year for the membership present. Encourage and solicit current members for the various committees for the upcoming year.
- λ Organize the special Board meeting in December as a joint meeting of both the old officers and the new. That meeting should perform the function of reviewing, in detail, all the necessary information to prepare new officers for the upcoming year. The President shall solicit input for suggestions for new Committee Chairs.
- λ Shall deliver to the incoming President all files, papers and other property belonging to the Society at the December Board meeting or no later than December 31st.

SUBJECT: DUTIES AND RESPONSIBILITIES OF THE PRESIDENT-ELECT

Purpose: The office of the President-Elect allows the incoming President to become fully aware of the activities of the NCSCPM and provides continuity should the President's position become vacant for any reason.

Term: The President-Elect will serve a one-year term (calendar year) prior to assuming the office of the president.

Duties: The duties of the President-elect are as follows:

- The President-elect shall perform such duties as the President may delegate or the society may prescribe.
- In the absence of the President, the President-elect shall perform the duties of the President.
- If the President vacates the office for any reason, the President-elect shall assume the office of President with all its privileges and responsibilities until the office is otherwise filled.
- The President-elect shall serve as parliamentarian. The Society uses Robert's Rules of Order Newly Revised.
- The President-elect will assume the office of President following the completion of the term as President-elect.
- The President-elect is designated as one of the three official delegates to the annual AACPM House of Delegates Meeting held in conjunction with the annual AACPM educational conference.
- The President-elect shall serve as the Chair of the Program Committee chair. Refer to Program Committee section of the Policies and Procedures Manual for specific responsibilities and procedures.

SUBJECT: DUTIES AND RESPONSIBILITIES OF THE TREASURER

Purpose: The treasurer shall collect, receive and have charge of all funds of the Society.

Term: The treasurer serves a two-year term. Expiration of the Treasurer's term alternates with that of the Secretary.

Duties: The duties of the Treasurer are as follows:

- Assume responsibility for the financial affairs of the Society.
- Submit academy dues and administrative assessment fee by January 31st and monthly upon receipt of other membership dues.
- File tax documents annually. (See Section 7.)
- Receive and maintain receipts including dues.
- Make necessary disbursements for duly authorized purposes.
- Serve as Chair of the Budget Committee.
- Make recommendations concerning the Society's financial affairs to the President.
- Be responsible to account for all moneys of the Society; all moneys shall be deposited in depositories selected by the Board of Directors.
- Keep complete and accurate account of all revenues and expenditures, which shall be subject at all times to examination by the Board of Directors.
- Distribute written Treasurer's reports at scheduled Board meetings of the Society.
- Assist and provide input to the members of the Budget Committee in developing the Society's annual proposed budget.
- Implement the budget as approved by the Board of Directors

- Sign checks; disburse funds only upon the receipt of original bills and properly executed vouchers.
- Have the books audited annually, no later than March 1 for the previous calendar year, by an auditing committee approved by the Board of Directors.
- Deliver all files, papers and other property belonging to the Society immediately upon retiring from office.
- Each year, upon a change in the Society's Board, secure new signature authorization cards and resolution forms from the bank, obtain needed signatures, and return to the bank.
- Serve as the NCSCPM contact person with the Office of the State Controller regarding all Society purchases of goods and service and remittances.
- Collect and account for all payments made to the Society for registration fees, merchandise or any other goods or services for which the Society collects payment.
- Issue Form 1099 to any individual providing services to the Society for pay in accordance with Internal Revenue Service regulations.

SUBJECT: DUTIES AND RESPONSIBILITIES OF THE SECRETARY

Purpose: The Secretary shall keep the minutes of all meetings of the Society and the Board of Directors, function as custodian of all current records of the Society and deliver these records to the successor secretary promptly upon completion of the term of office, and shall be the custodian of the official Seal of the Society.

Term: The Secretary is elected by the membership at the Annual Meeting and serves a two-year term. Expiration of the Secretary's term alternates with that of the Treasurer.

Duties: The duties of the Secretary are as follows:

- Record minutes at all official meetings (Board meetings, planning retreats, Annual Meetings).
- Distribute minutes within two weeks to all active members.
- Maintain an up-to-date Officer/Board roster.
- Pick up mail from the Personnel Development Center every two weeks and forward correspondence to appropriate Board members. Forward general correspondence to the President.
- Provide information to the Academy as requested.
- Update the Standard Operating Procedures Manual, as requested by the Board.
- Maintain stationary supplies.
- Maintain a file of all forms related to the Society's business.
- Send an official list of all Officers/Board Members with names, addresses, E-mail addresses, et cetera, to the new members of the Board of Directors of the North Carolina Society of Certified Public Managers and the American Academy Board within 30 days following the Society's annual meeting.

- Create and maintain files for Society correspondence.
- Maintain attendance records for Board meetings and notify the Board Chairman of any Board member who has two consecutive absences from Board meetings prior to the next scheduled Board meeting.
- Provide an orientation notebook for new Board members prior to the January Board meeting. The notebook shall include: current copy of Policies and Procedure Manual, new Officer/Board roster, most recent strategic plan, and copy of most recent Board meeting.

SUBJECT: DUTIES & RESPONSIBILITIES OF THE BOARD CHAIR

Purpose: The chair of the Board shall call and preside over meetings of the Board as necessary to conduct the business of the Society. The chair of the Board is responsible for the administrative duties of the Board, including preparing an agenda and notifying Board members of the meeting date, time, and place.

Term: The Board elects The Chair of the Board annually from the group of six elected Fellows. Since a Board member can serve three consecutive terms, that member could theoretically be elected Chair six years in a row.

Duties: The chair of the Board facilitates the internal workings of the Society, and the President provides external representation of the Society. A Board member who has been elected or appointed an Officer of the Society cannot hold the position of Board chair.

- Plan and coordinate an annual strategic planning session and review of the Standard Operating Procedures for the board and officers. Traditionally this session is held in February. Approximately four hours should be set aside for strategic planning activity. The purpose of this session shall be to review progress on previous planning documents, establish a collaborative working relationship between officers and board members, and continue to refine and develop short and long-term goals and processes to insure that those goals can be met
- Ensure a quorum exists before conducting any official action by the Board. A quorum consists of six members of the Board.
- Maintain regular contact with Board members between meetings. This regular contact will greatly facilitate the Board camaraderie and contribute to its overall effectiveness. Brief telephone calls or E-mail messages should suffice.
- Provide each Board member with at least ten days notice of any regular Board meeting. It is suggested that early in the year meeting dates be blocked out and agreed to by Board members; however, the Chair should still provide this ten-day notice, preferably by e-mail. A copy of the draft agenda should be sent to the Board members at the time of notification to allow each an opportunity to request agenda item additions or deletions, as each deems necessary.
- Follow-up with the President to make sure that the Committees are functioning on an active basis and providing feedback to the Board.

- Follow-up with the Membership Committee Chair to make sure that the Board has a current listing of Society members including their address and telephone numbers
- Make sure all Board members are aware that three consecutive absences from meetings of the Board will automatically result in forfeiture of Board membership. If a Board member has had two consecutive absences, the Chair shall personally contact the Board member prior to the next meeting to remind him/her of this policy.
- Ensure a current copy of the Society's Policies and Procedures Manual (which includes the Constitution and Bylaws and Standard Operating Procedures) is maintained in a current status for Board members and Society members at large. Following any changes to the Bylaws approved by the general membership at the Society's annual business meeting, the Chair should provide and distribute a revised copy to all Board members within 30 days of the annual meeting. The Chair generally coordinates this activity with primary assistance from the Secretary.
- Promote the camaraderie of the Board members by coordinating group lunches before or after Board meetings, Board planning retreats, etc.
- When the Secretary notifies the Chair of the Board that a Board member has missed three consecutive Board meetings, the Chair will contact the Board member in person (if possible) and in writing prior to the next scheduled Board meeting to inform him/her that three consecutive absences from meetings of the Board constitutes forfeiture of Board membership.
- When an unexpected vacancy occurs on the Board, the Board Chair will notify the other Board members and ask for nominations to the Board. If there is more than one nomination, the Board will discuss the nominations at the next scheduled Board meeting. If there is only one nomination or after the Board comes to consensus on one nomination, the Board Chairman will contact the nominee and determine his/her willingness to serve on the Board. The Board will vote on the nominee at the next scheduled Board meeting after the nominee has agreed to serve on the Board.

- Be responsible for coordinating the orientation for new Board members. The Chairman shall invite the new Board members to attend a special December meeting of the old Board. The Chairman shall serve as a mentor and ask other board members to serve as mentors as needed. The Chairman shall meet with new Board members prior to the January Board meeting to provide information on the functions and activities of the Board. The Chairman shall explain the role of the new board members and appoint them to serve on committees.

SUBJECT: DUTIES AND RESPONSIBILITIES OF THE BOARD MEMBERS

Purpose: The Board Members and Officers constitute the Board of Directors which is the governing body of the Society. The Board shall exercise powers vested in it by the membership to manage the property, affairs and activities of the Society. The Board shall be responsible for reviewing and insuring that all activities of the Society are in acceptance with the policies and the direction of membership.

Term: The term of office for elected directors shall be two years. No director of the Board can serve more than three consecutive terms. The term for directors added to the Board shall be adjusted as necessary so that approximately half or a third of the Board retires in each calendar year. At least three members of the Board shall be elected each year. Vacancies on the Board occurring for reasons other than expiration of the term of office shall be filled by the Board of Directors for the remainder of the unexpired term. Any board member who ceases, for whatever cause, to be an Active Fellow, also ceases to be a board member.

Composition: The full Board consists of the President, President-Elect, Treasurer, Secretary immediate Past President and six active fellows elected by the membership.

Duties: The duties of the Board Members are as follows:

- Shall be the governing body of the Society.
- Shall exercise powers vested in it by the membership to manage the property, affairs and activities of the Society.
- Shall be responsible for reviewing and insuring that all activities of the Society are in accordance with the policies and the direction of the membership.
- Shall be authorized to adopt policies, rules, and regulations to assure efficient and economical operation of the Society.
- Shall not be authorized to hold meetings that are closed to the membership.
- Shall be a member of a permanent committee, unless serving as an officer.
- Each board member shall sign the Conflict of Interest Statement in January of each year.

Voting and Quorum: Each member of the Board shall have one vote. A quorum shall consist of six of the members of the Board. When a quorum is present, a majority of the Board members at the meeting shall prevail on all issues. Proxy voting by members shall not be permissible. Any action taken by the Board outside an official meeting must be documented and presented to the full board at its next meeting.

Meetings: The Board shall meet following the election of new Board fellows to elect a chair from among the six elected fellows. The chair shall preside at all Board meetings. The Board shall have at least one meeting each quarter. Special meetings may be held upon the request of the chair or upon the written request of three fellows of the Board, or a vote of the membership.

Notice of Meetings: Members of the Board shall be given at least ten days notice of regular Board meetings. Special Board meetings may be scheduled on five days notice. In case of emergency, a special meeting may be called on twenty-four hours notice, provided personal contact made with all Board members to the extent practical.

Removal: A Board member may be removed from office for unethical or illegal conduct by a majority vote of the Board or the membership. Three consecutive absences from meetings of the Board shall constitute a forfeiture of Board membership.

Each Board member shall sign the Conflict of Interest Statement in January of each year. The Conflict of Interest Statements are maintained by the Ethical Practices/Bylaws Committee.

**SUBJECT: DUTIES AND RESPONSIBILITIES OF THE MEMBERSHIP COMMITTEE
CHAIRPERSON**

Purpose: This Committee shall be responsible for the annual membership campaign and membership services throughout the year.

Term: The term of service for the chairperson is two years.

Composition: This committee shall consist of at least three members appointed by the Chair. Terms shall be two years, with two members rotating off each year.

Duties and Timeline: The duties of the Membership Committee Chairperson are as follows:

- Recruiting and promoting membership.
- Coordinating the annual membership drive and focusing on all categories of membership.
- Receiving membership dues and forwarding them to the treasurer. Maintain a copy of the membership application.
- Maintain an up-to-date database of member information and circulate the list to other Board members.
- Monitoring the qualifications of members to maintain active status and to certify the qualifications of members.
- Drafting a budget proposal for presentation to the President-elect or President for approval by the Board. The budget shall include all projected activities with the purpose of an organized and focused membership drive. Budget approvals should be approved no later than January 31st of the new fiscal year for that current year.

October 1 Kick-Off Annual Membership Campaign
Send membership application/reminder with the announcement for
Annual Meeting and Educational Conference.

**SUBJECT: DUTIES AND RESPONSIBILITIES OF THE MEMBERSHIP COMMITTEE
CHAIRPERSON**

November 15 (after fall business meeting)	Continue Annual Membership Campaign Distribute renewal notices and solicit new members. Include fall conference report and new Board roster with membership renewal notices. Acknowledge receipt of membership applications via email as they arrive.
	Work with the Office of State Personnel PMP Program officials, schedule interface with the current enrollees to review the purpose of the society and enlist their support and membership.
Special December Mtg.	Make a formal written report on membership and the status of the work at the joint Old Board-New Board Meeting in December.
January 15	Send reminder notice that include membership renewal information/fees to all non-renewing members. Coordinate the renewal process with the Society Treasurer and previous Membership Chair as necessary. Formal membership drive period ends on January 30 th , however membership applications will continue to be accepted February 1st – November 14 th .
By January 15	Coordinate with the Treasurer to develop and present a written membership status report to the Board of Directors and approve and send a check for American Academy dues. This is due to the AACPM Treasurer by January 30th.
February 15	Membership solicitations end. Send all renewing members a formal acknowledgment of membership.
September 15	Present new CPM graduates with certificates.
Ongoing	Solicit new members from the CPM Graduating Class. Coordinate this activity with the President and the Office of State Personnel CPM Program.

Membership Directory: The Committee Chairperson shall be responsible for preparing an Annual Membership Directory no later than March 30th.

NCSCPM-

SECTION: 5.09

POLICIES AND PROCEDURES MANUAL

DATE: January 7, 2009

**SUBJECT: DUTIES AND RESPONSIBILITIES OF THE MEMBERSHIP COMMITTEE
CHAIRPERSON**

The Committee Chairperson shall work directly with the Secretary to make sure that the Society database is a unified and up-to-date. The Membership Directory should be a by-product of that database.

A copy of the Annual Membership Directory shall be forwarded to Secretary of the American Academy no later than March 15th for incorporation into the national directory.

SUBJECT: DUTIES AND RESPONSIBILITIES OF THE NOMINATIONS AND ELECTIONS COMMITTEE

Purpose: The Nominations and Elections Committee is responsible for accepting nominations for the Board of Directors, Officers and other elected officials as may be established. In addition, this committee shall conduct elections.

Term: The term of commitment is one year.

Composition: This committee shall consist of the last three past presidents who are active members of the Society and/or fellows as designated by the Board of Directors. The immediate Past President shall serve as Chair of the committee.

The Past President appoints the Nominations Committee Chair three months prior to the Annual Meeting.

Duties of the Nominations and Elections Committee:

- Establish a committee to assist with tasks.
- Make an effort to insure a slate of nominees that reflects the diversity present in the Society.
- Shall be responsible for the conducting of elections, including preparation and distribution of ballots, receipt and protection of voted ballots, counting and certification of the vote, and announcement of the tabulation of the vote.
- Deliver ballots 30 days in advance of the Annual Meeting by secure means.
- Shall provide professional profiles of all nominees to be shown on the ballot.
- Shall be responsible for conducting other voting by ballot that may be necessary.
- Voting fellows shall be provided the privilege of casting secret ballots.
- Provide absentee ballot process and deadline to members.

**SUBJECT: DUTIES AND RESPONSIBILITIES OF THE ETHICAL PRACTICES/
BYLAWS COMMITTEE**

Purpose: This committee shall be responsible for developing and promoting a code of professional ethics for members, procedures for investigating and administering discipline in matters involving members of the Society, and developing proposed changes to the code of professional ethics. This committee shall report to the Board of Directors any evidence it has concerning member violations of the ethical practices endorsed by the Society.

Term: Each member shall serve a one-year term.

Composition: The committee shall consist of three members appointed by the Chair. The President shall appoint the Chair in January of each year.

Duties: Developing and Promoting Professional Ethics

- The committee shall monitor distribution of the *Canons of Professional Responsibility for Fellows and Affiliates of the Society* on an annual basis.
- The committee shall distribute any timely information on professional ethics via the newsletter or along with monthly mailings.
- The committee shall maintain the annual Conflict of Interest Certification statements signed by the Board of Directors each January.

Investigating and Administering Discipline:

- The committee shall contact the Office of State Personnel once a year, prior to CPM graduation, and inquire as to the status of CPM candidates.
- The Chairperson shall inform the Board of Directors of any CPM having his/her certification revoked.
- Termination of Affiliation: The committee will study and recommend termination of a member to the Board of Directors if he/she is found in violation of conduct for unethical or illegal conduct.

Propose Bylaw Change Proposals:

- The committee shall propose bylaw revisions as requested by one or all of the following sources:
 - 1) Board of Directors
 - 2) Any Active Fellow
 - 3) Office of State Personnel or other governmental agency
 - 4) the American Academy of Certified Public Managers

Proposed Bylaw changes shall be handled in a timely fashion and must follow established constitutional procedure for amending the bylaws. The Committee must:

- **Proposals:** Present the proposed amendments to the Board of Directors for study and recommendation.
- **Notification:** Submit revised text to the Secretary for preparation and distribution to the Active Fellows prior to the time of the meeting at which voting will occur.
- **Voting:** Monitor the requirement that amendments require a two-thirds majority vote of the Active Fellows present at a duly called meeting.

SUBJECT: DUTIES AND RESPONSIBILITIES OF THE PROGRAM COMMITTEE

Purpose: The Program committee shall generate topics, schedule speakers, determine locations, develop event brochures, and implement programs for workshops, seminars and educational conferences sponsored by the Society.

Term: The term of service is one year.

Composition:

- The President-elect is the chair of the Program Committee.
- The chair shall appoint a committee within 45 days following the annual Society meeting. The chair shall submit a list of committee members to the President.

Duties:

- The chair shall submit a proposed budget to the treasurer prior to the January Board meeting.
- The Program Committee shall develop a 12 month schedule of training courses, activities or events.
- The Program Committee shall plan, coordinate and distribute information for a training course, activity or event a minimum of six weeks prior to the date of the training session. Tasks include, but not limited to:
 - 1) Select topic for the event.
 - 2) Select presenter/instructor for the event.
 - 3) Select and secure the training room and location to meet specified number of participants and specific format of training based on instructor requirements (e.g. classroom layout, equipment needs, types of participant exercises)
 - 4) Determine cost to include instructor fee and associated travel and per diem, training materials, supplies, facility rental, meals, breaks, etc.
 - 5) Develop event brochure, coordinate the printing and distribution.
 - 6) Prepare a budget for the event.
 - 7) Solicit free materials to distribute to participants at the event.
 - 8) Coordinate the preparation of materials to distribute to participants at the event.
 - 9) Coordinate the registration process with the treasurer who will receive the registration forms and fees.

- 10) Prepare name badges and a registration list.
- 11) Prepare an evaluation form for the event.
- 12) Attend the event, prepare the location for the event, register participants, introduce speakers, and distribute evaluation forms.
- 13) Analyze results of evaluations and report to the board.
- 14) Coordinate payments associated with the event with the treasurer and report expenses and income from the event to the Board.

Guidelines governing contractual and planning arrangements:

1. All contractual services, facilities or food arrangements secured by an agent of the NC Society of Certified Public Managers shall be documented in writing by the designated agent of the society. The designated agent shall provide a written confirmation of agreed upon services, facilities or food arrangements with the selected contractor/provider prior to the delivery of contractual services, use of facilities or food arrangements to ensure agreement of terms.
2. Instructor Fee, ADA Special Services, Materials, and Travel
 - a) List name of company
 - b) List name and title of individual(s) providing service(s)
 - c) List date(s) and time services will be provided
 - d) Describe scope of work--services to be provided and the number of participants
 - e) Describe participant materials to be provided (i.e., handouts, notebook, book, etc.)
 - f) List cost of contracted services; instructor fee and materials charge per person
 - g) List cost of travel and per diem (i.e., meals, hotel, mileage, etc.), authorized at state rate
 - h) List any other costs: list charge per item
 - i) List tax responsibility for speaker/instructor and 1099-reporting requirements

3. Facilities, Equipment and Food Arrangements
 - a) Name of facility, identification of designated space secured, address (i.e., Jones Building, 1st floor, Classroom #1, 5534 Market Dr., Any town, NC 28768)
 - b) Designate equipment to be provided by society or by presenter (i.e., overhead, LCD screen, flip chart stand, flip chart pads, markers, pointer, drop cord, etc.)
 - c) List room arrangement for type of training /audience size (i.e., type of food provided, serving time)
 - d) List cost of facility, renting equipment and food
 - e) List any other costs: list charge per item
 - f) List name, address, telephone number, fax number and e-mail of contact person

**SUBJECT: DUTIES AND RESPONSIBILITIES OF THE PUBLIC RELATIONS/
PUBLICATIONS COMMITTEE**

Purpose: The Public Relations/Publications Committee is responsible for publishing a periodic newsletter and developing other publication efforts as deemed appropriate.

Term: The term of service is one year.

Composition: The Chair shall be appointed by the President in January of each year. The Chair shall appoint a minimum of three committee members.

Duties: The duties of the Public Relations/ Publications Committee are as follows:

- Responsible for all aspects of the Society’s public relations such as press releases and news articles.
- Responsible for providing assistance to the Continuing Membership Committee in the recruitment of new members and retention of current membership.
- Responsible for publishing a periodic newsletter, at least semi-annually, to disseminate information to the membership.
- Responsible for developing other publications efforts as deemed appropriate by the Board, including the Society Web site.

Procedure for Submitting Press Releases and News Articles: Press releases and articles are prepared for Board approval. Once approved, they are forwarded by fax, mail, or E-mail to appropriate media sources.

Suggested Publishing Dates and Contents of Newsletter:

<p>June-August</p> <p>Suggested due date for information and articles May 1:</p>	<p>Summer Edition</p>	<p>*President’s Message</p> <p>*Board of Directors</p> <p>*PMP Update (contact PDC Representative for information or article)</p> <p>*Educational Information</p> <p>*Annual Meeting Plans</p> <p>*Activities Summary</p>
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November-January	Winter Edition	<ul style="list-style-type: none"> *Committees, purpose and chair information *Call for Nominations (Officers, Board Members, Margaret J. Bailey Award) *Include: Membership Application *Include feedback form to solicit training requests *President’s Message *Past President’s Message *Education Information *Margaret Bailey Award winner *Call for nominations of AACPM Officers *Call for applications for AACPM Wilkerson Scholarship *Call for applications for AACPM Henning Award
<p>Suggested due date for information and article: OCTOBER 1st</p>		

Other Topics: Additional topics may include articles of interest, special events, a message from the President-Elect, highlights of annual conference, special recognition of individuals, groups or projects, etc.

Call for Articles: All articles are due to the Publications/Public Relations Chair in electronic form at least thirty days prior to the scheduled publishing date.

Newsletter Distribution:

- 1) Distribution The Publications Committee Chair E-mails an electronic copy of the Newsletter to the Membership Committee Chair who distributes it electronically to the membership. A copy is also posted to the Society website, www.ncscpm.org under the publications tab. If a Society member has no electronic means of receiving the Newsletter, a paper copy is mailed to the member by the Membership Committee Chair. Copying costs and postage is paid by the Society.

- 2) Return Address: NCSCPM, 1333 Mail Services Center, Raleigh, NC 27699-1333
- 3) Cost/Budget: Committee Chair proposes annual funds needed and receives Board approval.

Website Maintenance and assets to support public relations activities: The Society website, www.ncscpm.org, will be the primary vehicle for distribution of announcements, newsletters and archiving of documents, including meeting minutes, reports and board rosters. The society member or other personnel responsible for posting content to the website will have custody of the appropriate software to facilitate website maintenance. Upon installation on the computer system used to support web site maintenance, the software will be registered or licensed in the name of the Society. In the event there is a change in personnel responsible for website maintenance, any software purchased by the Society will be uninstalled and transferred to the new person with those responsibilities. The Public Relations/Publications Committee Chair will be responsible to ensure that Society-owned software is accounted for and transferred, as needed, in a timely manner. Any other assets purchased with Society funds that support the Public Relations/Publications Committee activities should be maintained with care. In the event there is change in the personnel in control of the asset, the Chair of the committee will be responsible for ensuring the asset remains in the possession of an active committee member or the Society President.

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SECTION: 5.14

POLICIES AND PROCEDURES MANUAL

DATE: July 15, 2004

NOTE: Not currently an active committee

**SUBJECT: DUTIES AND RESPONSIBILITIES OF THE RESEARCH/POSITION
PAPER COMMITTEE**

Purpose: The Research/Position Paper Committee shall periodically produce white papers on management related topics which represent the Society's position or view on the topic.

Term: The term of the Research/Position Paper Committee shall be one year.

Composition: This committee shall consist of at least three Board members, one of which shall be appointed by the President. Other Active Fellows in the Society may be appointed by the Committee Chair as needed to coordinate research projects and/or position papers.

SUBJECT: DUTIES AND RESPONSIBILITIES OF THE AUDIT COMMITTEE

Purpose: The Audit Committee shall audit the financial records of the Society and shall present a report to the Board of Directors.

Term: The term of service is two years.

Composition: The Audit Committee shall consist of at least two members of the Society and shall be approved by the President.

Duties: The duties of the Audit Committee are as follows:

- Audit the financial books and records maintained by the Treasurer annually, no later than March 1 of the subsequent year.
- Write an audit report/letter to the full Board concerning audit findings. At a minimum, the report should include the period audited, brief description of transactions audited, and an opinion on whether the records audited represent truly and clearly the financial condition of the Society for the reporting period. The Chair of the Audit committee should sign the report.
- Perform ad hoc reviews and may require the Treasurer to make financial records available for inspection at any time.

SUBJECT: DUTIES AND RESPONSIBILITIES FOR THE ARCHIVIST

Purpose: The Past President shall serve as the Society Archivist. The Archivist is the official record keeper of the Society. The Archivist is responsible for archiving official documents into the NC Archives for the Society.

Term: The Past President shall serve as the Archivist for a one-year period, to coincide with his/her appointment as Past President.

Duties: The Archivist duties are as follows:

- Organizing and preparing society documents for official annual archiving of society records.
- Presenting annual set of archive files to state archive in Raleigh.
- Providing information from the archives to the Board upon request.
- The archives are the official records of Society business and must be maintained in an orderly fashion.

List of items to be placed in official archive annually, no later than March 15th, and the position/committee that should provide the official copy to the Archivist:

- | | |
|-----------------------|---|
| 1. Secretary: | Copy of minutes of each meeting, Copy of minutes from annual meeting, & copy of strategic plan. |
| 2. President: | Annual Report, formal resolutions and other documents deemed significant to society history |
| 3. Program Committee: | Program brochures |
| 4. Membership: | Official membership for year |
| 5. Nominations: | Ballot copy with results tally |
| 6. Treasurer: | Annual Financial Report (submitted with annual report) |
| 7. Publications: | Newsletter copies |
| 8. Awards: | Bailey, Askew, and Henning documents |
| 9. Board Chair: | Standard Operating Procedures and Bylaws, most current version in use at the end of the previous calendar year and Official Board Resolutions |

Contact Information:

North Carolina State Archives, Organization Records, 4614 Mail Services Center, Raleigh, NC

Telephone #: (919) 807-7315

E-Mail: archives@ncmail.net

1st contact: Gwen Thomas Mays

Process: Communicate with contact to obtain forms which must be filled out prior to making an archive deposit and to arrange a transfer time/date.

Note: Not currently an active process

SUBJECT: DUTIES AND RESPONSIBILITIES FOR REGIONAL COORDINATOR

Purpose: The purpose of assigning members to regions is to reach out and create a support and feedback mechanism for members who do not reside in the Research Triangle Park area where most of the Board and workshop activities occur. The purpose of convening informal, periodic regional meetings is to encourage networking among members, to stimulate interest in Society workshops and the annual conference and to provide a forum for giving input to the Board.

Term: The term of service for Regional Coordinator is one year, beginning in January.

Composition: The chair of the Membership Committee should appoint a member of the Membership Committee to serve as the Regional Coordinator.

Structure: Active members in the NCSCPM will be assigned one of eight geographic regions based on their county of residence.

- Region 1 consists of the following counties: Cherokee, Clay, Macon, Graham, Swain, Jackson, Transylvania, Haywood, Madison, Buncombe, and Henderson.
- Region 2 consists of the following counties: Yancey, Mitchell, Avery, Watauga, Ashe, Alleghany, Surry, Yadkin, Davie, Rowan, Iredell, Catawba, Alexander, Caldwell, Burke and McDowell.
- Region 3 consists of the following counties: Polk, Rutherford, Cleveland, Lincoln, Gaston, Mecklenburg, Cabarrus, Stanley and Union.
- Region 4 consists of the following counties: Stokes, Rockingham, Caswell, Person, and Chatham.
- Region 5 consists of the following counties: Wake, Orange and Durham.
- Region 6 consists of the following counties: Anson, Montgomery, Richmond, Moore, Hoke, Robeson, Columbus, Bladen, Sampson, Cumberland, Lee and Harnett.

- Region 7 consists of the following counties: Currituck, Camden, Pasquotank, Perquimans, Chowan, Gates, Hertford, Bertie, Northampton, Nash, Edgecomb, Wilson, Johnston, Wayne, Greene, Lenoir, Craven, Pamlico, Hyde, Dare, Beaufort, Tyrell, Washington and Martin.
- Region 8 consists of the following counties: Carteret, Jones, Onslow, Duplin, Pender, New Hanover, and Brunswick.

Counties assigned to each region should be evaluated annually based on the county of residence of members and potential members and revisions should be made as needed.

Duties: The duties of the Regional Coordinators are as follows:

- To recruit a regional convener for each region (except region 5) by January 31st each year.
- To provide conveners with an up-to-date list of members and potential members by mid-February each year.
- To communicate with conveners at least quarterly to assess progress or need for assistance.
- To report regional activities to the Board.

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SECTION: 6.00

POLICIES AND PROCEDURES MANUAL

DATE: January 22, 2008

SUBJECT: MEETINGS

Board Meetings: The Board of Directors meets every month, with January being the first meeting of the term year. Meetings are held at times and places designated by the President and Board Chair. Special sessions or other meetings to address imminent issues may be called as well. Officers and Board Members are notified of regular meetings at least ten days in advance, preferably in writing. Special Board meetings may be held with five days notice; emergency meetings with 24 hour notice, provided personal contact is made with all Board members to the extent practical.

Annual Meeting: An annual business meeting is held each year. Locations are chosen across the state (central, mountains, coast) and vary from year-to-year to facilitate attendance by members. New officers and board members are installed at this meeting.

SUBJECT: FINANCIAL POLICIES AND PROCEDURES

Fiscal Year: The “Society Year” is established as a calendar year.

Federal Identification Number: The Society’s Federal Identification No. is 58-1854348.

Tax Status: The Society is tax-exempt under Section 501(a) of the Internal Revenue Service Code. This status was granted on March 9, 1990.

Bank Accounts: All monies shall be deposited in depositories selected by the Board of Directors. Each year, upon a change in the Society’s Board, it is the Treasurer’s responsibility to secure new signature authorization cards and resolutions forms from the bank. The signature cards are to be signed by the President, Treasurer and Chairman of the Board. The resolution form is to be signed by the Secretary. After signatures, both forms are to be returned to the bank. The President, Treasurer, or the Chairman of the Board may sign checks. The Treasurer shall receive Board approval to invest cash in excess of operating needs.

Financial Records: The financial records of the Society are the responsibility of the Treasurer. The records are maintained on a cash basis. Revenues and expenditures are recognized in the period received and/or paid. The fiscal year is on a calendar-year basis and statements of revenues and expenditures, including reconciled bank balances, are issued monthly.

Chart of Accounts: The following is a list of accounts utilized by the Society. Additional accounts may be added as needed to reflect the financial activities of the Society.

Revenues: Revenue is recorded when received.

Dues-Fellows: Reflects dues collected during the current period for full members.

Dues-Associates: Reflects dues collected during the current period for associate members.

Dues-Friends: Reflects dues collected during the current period for friends of the Society.

Workshop Fees: Reflects fees collected during the current period for Society sponsored workshops and seminars.

POLICIES AND PROCEDURES MANUAL**DATE: June 10, 2010**

- Merchandise Sales:** Reflects moneys collected during the current period for Society and/or Academy pins, shirts, mugs, and related merchandise.
- Interest:** Reflects interest earned during the current period on the Society's fund on deposit.
- Other Revenues:** Reflect moneys collected during the current period from other sources.
- Expenditures:** Funds are disbursed upon the receipts of original bills and properly executed vouchers, with non-routine expenditures approved by the President. Expenditures are recorded when paid.
- National Dues:** Reflects amounts paid during the current period for dues to the American Academy for national dues.
- Workshop Expenditures:** Reflects amounts paid during the current period for expenses directly related to workshops, seminars and related activities sponsored by the Society.
- Annual Meeting Expenditures:** Reflects amounts paid during the current period for expenses directly related to the Society's annual meeting.
- Conference Expenditures:** Reflects amounts paid during the current period for non-agency-reimbursed expenses of authorized members attending the annual American Academy's conference.
- Retreat Expenditures:** Reflects amounts paid during the current period for expenses directly related to the Society's annual planning retreat.
- Merchandise Purchases:** Reflects amounts paid during the current period for the purchase of the Society's and/or the American Academy's merchandise for resale.
- Bank Service Charges:** Reflects amounts paid during the current period for bank service charges.
- Postage:** Reflects amounts paid during the current period for postage, shipping, and related expenditures.

<u>Discretionary Costs:</u>	Reflects amounts paid during the current period for expenses directly related to publication of the Society's membership directory.
<u>Plaques/Honors:</u>	Reflects amounts paid during the current period for plaques, gifts, and similar items, including awards.
<u>Printing:</u>	Reflects amounts paid during the current period for printing expenses.
<u>Newsletter:</u>	Reflects amounts paid during the current period for newsletter production and disbursement.
<u>General Supplies:</u>	Reflects amounts paid during the current period for purchases of supplies, including stationary, envelopes and other items.
<u>Miscellaneous:</u>	Reflects amounts paid during the current period for expenditures not specifically identified under a previous category.

Budget: The President-Elect and the Budget Committee shall develop an annual proposed budget and prepare a written report by December 31st for review at the January Board meeting. The budget and report shall be presented for approval to the full Board of Directors. Revisions to the budget must be approved by the full Board of Directors.

Financial Reports: Reports of revenues and expenditures, including reconciled bank balances, shall be prepared monthly and presented to the Board of Directors.

Audits: the Board-approved Audit Committee shall audit the books annually, no later than March 1 for the previous calendar year. A written report/letter shall be signed by the Chair of the Audit Committee and submitted to the full Board reflecting the audit opinion.

AACPM Dues: Annual renewal is January 30th, payable to AACPM by January 30th of each year.

Taxes: The Treasurer shall file with the annual 990-N "e-Postcard" with the IRS by May 15th each year for the previous tax year. The 990-N is filed electronically through the website located at the following URL: <http://epostcard.form990.org/>. The NCSCPM is registered with the site: the log-in is **58185434801** and the password is **manager**. The principle officer should be changed with each filing to reflect the president in office for the tax year being filed. The filing status is for an organization with gross receipts of <\$25,000.

1099-Reporting: The Treasurer shall issue IRS Form 1099 to any speaker, instructor or other service provider, who is paid as a sole proprietor or individual, and who's fee is >\$599. The Form must be issued to the payee no later than January 31st of the year following the year in which the service was provided. The Form 1099 is available for the following URL: <http://www.irs.gov/pub/irs-pdf/f1099msc.pdf>.

MARGARET J. BAILEY PUBLIC MANAGER AWARD

Purpose: The key principle of the North Carolina Society of Certified Public Managers is to promote professionalism in state, local, and municipal government service by ascribing to high moral and personal standards. In an effort to recognize those who serve the State in a managerial capacity, the Margaret J. Bailey Public Managers Award was established. Its purpose is to recognize and express appreciation for outstanding achievements in relation to the goals and tenants of the North Carolina Society of Certified Public Managers. This award represents the highest honor that the North Carolina Society of Certified Public Managers bestows.

Administration: The award is administered by the North Carolina Society of Certified Public Managers, whose Board of Directors is responsible for final approval of a recipient. The President of the North Carolina Society of Certified Professional Managers will select an “empowered” award committee each year. The President will also appoint a member of this committee to act as chair. (Traditionally, the previous year’s MJB award winner is appointed as the chair, however, this is not always possible or feasible.) The committee will then be approved by the full Board of Directors of the Society. The award committee will receive all nominations, review, and submit its recommendation for the award recipient to the full Board. The award may be presented yearly at the annual meeting, provided a qualified recipient is identified.

Nominations: The committee shall initiate the call for nominations process three months prior to the annual state society meeting. The call for nominations includes distributing correspondence and guidelines to all state society members. Nominations may be made by meritorious or distinguished accomplishments. A prescribed nomination form will be furnished to active Fellows of the Society. Only active Fellows of the Society are eligible to submit a nomination. The nominee however, is not required to be a member of the Society, or a Certified Public Manager. The nomination form is to include the name of the immediate supervisor of the nominee and the name of the next level supervisor for reference checking by the awards committee.

The managerial award is for all permanent employees, expressly those at managerial and administrative levels.

The accomplishments need not fall entirely within the scope of normal duties, but shall be in the nature of a major contribution reflecting credit on the person and clearly reflecting the goals and mission of the Society of Certified Public Managers.

The award is purchased from Mort's Inc. in Raleigh. They are located at 220 W. Davie Street, phone number 919-828-2887. They have the template for the acrylic award, so they need to know the name of the winner and the calendar year to put on the award. Allow several weeks for preparation of the award. The cost is approximately \$120.00.

Margaret Bailey Award Winners:

1996 Edward B. Phillips
1997 Patricia (Tish) Hagler
1998 H. Haywood Poole
1999 Steven J. Mastro
2000 Greg Cain
2001 Jim Savage
2002 Edward Burt
2003 Mary Reese
2004 Sandy Pearce
2005 Sarah Smith
2006 Tami Hinton
2007 Beverly Hall
2008 Jean Waters
2009 David Osborne

SUBJECT: SOCIETY MERCHANDISE

Purpose: In an effort to promote the professional appearance of the Society, the Board of Directors will occasionally authorize the purchase of Society merchandise to be made available to members for purchase or to be given to presenters, etc. as a token of the Society's appreciation for some service rendered. With the exception of the Society's lapel pin and other jewelry, which can only be purchased by Active Fellows of the North Carolina Society, all merchandise is available to all categories of Society membership, their families and friends, etc.

Cost: Historically the Society has not tried to use the sale of merchandise to generate extra revenue, but rather has simply tried to cover its actual cost. The logic has been to make the cost as reasonable as possible in order to facilitate purchase and thereby exposure of the North Carolina Society and the CPM credential. This does not mean that this will always be the policy for pricing Society merchandise. The Board shall approve sales prices of merchandise.

Type of Items: The Society may fund the purchase of merchandise with the NCSCPM logo displayed such as clothing, office items, or personnel items. Each purchase (items, quantity, and total cost) shall be approved by the Board.

Vendor: The Board should review potential vendors recommended by the Ways and Means Committee to obtain the best price for the quality desired. The potential exists to utilize mail order vendors in a cost effective manner.

Record keeping: Ways and Means Committee must keep records to meet IRS guidelines for resale of goods and profit/loss. This must be done and reported to treasurer annually to ensure compliance with standards as a 501 c organization. Records must be reconciled between the Treasurer and Ways and Means Committee and provided to the Audit committee each fiscal year.

Procedures:

The Ways and Means Committee shall

1. Request a budget for goods to be purchased in November for following year.
2. Develop a business plan for presentation to Board of items to be purchased, copy of goods, projected sales and revenue, projected profit or loss for fiscal year.
3. Purchase goods approved by Board with authorized funds.
4. Provide items for sale with Society logo at society-sponsored events and through Web site.
5. Keep records for cost of goods purchased, income from sales of goods, and operational costs (interest, shipping, etc.)
6. Provide annual profit/loss report to treasurer, Board of Directors and the Society membership.

INCSCPM-

SECTION: 10.00

POLICIES AND PROCEDURES MANUAL

DATE: January 7, 2009

SUBJECT: FORMS AND STATIONERY

Letterhead, envelopes, and forms are produced with the Society logo. The Board approves design. Typically, an electronic template is created and distributed to the Board and committees for use.

NORTH CAROLINA SOCIETY OF CERTIFIED PUBLIC MANAGERS

OATH OF OFFICE

To The Society: We have assembled now to both recognize and charge our officers and directors for the Society as they prepare for their new terms of office.

To the Officers and Directors: After I complete the charge, please answer in unison “*I do*”.

Do you (call each person by name) as (name the office each will assume) pledge to support the North Carolina Society of Certified Public Managers in its endeavors to promote management excellence within state government;

to lead the Society, its Fellows and affiliates, through example and dedication;

to uphold the Canons of the Society and facilitate the purposes for which the Society was founded;

and to foster the growth of the Society through education, innovation, and a sincere personal commitment?

New officers/directors answer as a group - “*I do*”.

Having publicly affirmed your commitment to the North Carolina Society of Certified Public Managers, I hereby declare that you have been rightfully and formally installed as the new officers and directors for the Society in the coming year. Your terms shall begin in January and it is our sincere hope and desire that your terms will be filled with both progress and professional development.

To the Society: Please join me now in welcoming and congratulating our new leaders with a round of applause.