



ANNUAL BOARD OF DIRECTORS MEETING

Gilbert, Arizona

January 21-22, 2011

Attendees: President Jeffrey (Jeff) Kramer; Secretary Debra A. (Deb) Bourbeau; Member-at-Large Michael Shoemaker; Treasurer Reva Tisdale; Past President Joyce Doakes Smith; President Elect: Keith Heaton; Member-at-Large Linda Jefferson

DAY 1: January 21, 2011

CALL TO ORDER

AACPM President Jeffrey (Jeff) Kramer called to order the annual Board of Directors meeting at 8:08 a.m. on January 21, 2011 at the Gilbert Town Offices, Gilbert Arizona.

PRESENTATION OF MINUTES/TRANSFER OF INFORMATION:

President Kramer opened the meeting by welcoming everyone to Gilbert Arizona. Kramer swore in Member-at-Large Michael Shoemaker.

Bourbeau presented the 2010 Board Meeting Minutes to Past President Joyce Doakes Smith for signature. Signed minutes will be passed onto Debbie Smith (OK) to be archived.

Bourbeau provided an update to the Board on the October 2010 House of Delegate Minutes. Bourbeau completed the minutes and sent them to Board Members for review and comment. Comments should be returned to Bourbeau by February 5, 2011. Once all comments are received and revisions are made to the minutes, they will be sent out to the House of Delegates and a vote will be called.

Kramer will provide files to President Elect Heaton. Smith has receipts from Tish Hagler for the Henning Award and will give them to the Treasurer for the financial records.

TREASURER'S REPORT:

Tisdale provided an update to the Board on the financial status of the organization. The current balance in the checking account is slightly over \$15,000.00. This amount includes the Georgia CD but does not include the return of the advance to the OK Society conference. The checking account at Wells Fargo was closed as of yesterday. A new checking account was opened at US Bank and account signers are Reva Tisdale, Jeff Kramer and Keith Heaton. A debit card was issued on this account.

The Board agreed to continue using the debit card for the monthly Board conference calls that require a credit card, rather than have a board member charge the calls on their personal credit card and seek reimbursement. No other charges on this debit card are allowed without prior board approval.

Under SOP 7.00 three types of insurance policies are required. The Academy currently purchases insurance in three categories: (1) Treasurer's Bond (\$100,000) (2) Officers and Directors Liability (\$1,000,000) and (3) Comprehensive General Liability (\$1,000,000). These policies are to be reviewed at least once annually to maintain necessary and adequate coverage. No changes are needed or recommended for item one and item two will be reviewed.

Tisdale recommends that SOP 7.00 change with regard to the Comprehensive General Liability. This policy is used to meet the conference venue's needs with regard to liability insurance. The same may be met with a Special Events policy. Tisdale has been in contact with a new insurance agent and has received information on this type of policy. The Comprehensive General Liability policy we currently have extends premises only general liability; business personal property coverage and usually Business Income coverage; all subject to limitations and deductibles shown on the policy. Business income coverage would come into play if our premises of operation were to suffer significant damage due to a covered peril such as fire, water damage, etc, and you could no longer operate from that premises. Business income would pay for all expenses incurred at a temporary location until once the business premises were restored back to normal. A typical "stand alone" Special Event Liability extends general liability "only" to the premises where your "event" is taking place and only for the duration of that same event. A typical premium for one event is \$300.00. Our current annual premium is \$542.00. Our insurance policies are up for renewal in April except for the Treasurer's bond, which is due now.

Tisdale will review the Officer and Directors Liability insurance coverage requirements with the insurance agent. She will share the information with the Board for further review and discussion. Tisdale will also review the SOP and make the necessary changes.

Heaton made a motion to change the Comprehensive General Liability Policy to an Events Liability Policy. Jefferson seconded the motion. The motion carried.

Stanton and Company PLLC in Boise, Idaho will be reviewing the 2010 financial records and completing the 2010 tax returns in May. The estimated cost to complete this review and finalize the tax return is \$1,800.00. Tisdale has the engagement letter that she will sign as Treasurer.

Tisdale explained that our tax returns are minimal as we're a non-profit organization. The payment is for a review, not for an audit. The firm reviews our financial information that is maintained in QuickBooks and from that they complete the tax return and financial statement.

Tisdale is confident as a CPA she is capable of completing these required items at a savings to the Academy. The Board may want to discuss engaging an outside firm for the review and tax returns when there is a change in Treasurer. Heaton voiced a concern that we may not always have a CPA as the Treasurer or someone who is able to complete these tasks with confidence. He asked what would we need to do to pass on the upcoming financial review? Kramer explained that this is part of the SOPs and not the Bylaws. The Board could make the decision without needing to go to the HOD, although the HOD may not view this favorably as they generally want a say in financial oversight.

Tisdale explained that the Financial Reports are submitted to the HOD as part of the annual financial packet. The Board approves the financial information prior to it being given to the HOD. The Board decided to go forward with the financial review and tax return preparation for this year, as it would have been the year the Treasurer's term would have ended if a new Treasurer were elected. Possible changes to the SOP with regard to having a CPA firm complete a review every two years when the Treasurer changes, as a cost savings will be presented to the HOD.

The 2010 Membership Report was presented to the Board and has a decrease by approximately 183 members. Some of the decrease in membership is attributable to Texas. In the past the CPM program has paid for the graduating class. This year Texas did not submit membership rosters or dues. Also, Florida has members reported in their 2010 roster that had paid in 2009 based on a 2-year membership.

The annual assessment invoices have been sent and are due for payment. First quarter dues and membership lists are due by 3/31/2011. Societies must use the provided format when sending in their information. Once received by Tisdale she forwards the roster information onto Jefferson and Shoemaker. Tisdale does not maintain the master membership list - it is maintained by Member Affairs.

Tisdale provided an overview on four line items that went over budget. The Ways and Means Committee currently has inventory that did not sell at the OK City conference. Some of the vendor purchases had to be done with a minimum order. The larger expenditure items were the computer bags. Future promotions on inventory will be held at upcoming conferences. The Henning Award line includes the award recipient's travel, nominee's certificates and framing as well as the actual award. When the 2012 budget is established, two line items will be set up - one to include the recipient travel and the second line will be for the certificates, frames and award. The Henning Award has not been consistently ordered from the same vendor and the costs vary from year to year. Kramer will request that the Henning Committee review the SOP and standardize the ordering of the award and creation of the certificates.

The Askew Award Medallions are \$30.00 each. This cost did not include engraving or shipping charges for the Societies who purchased additional medallions. In the future the Academy will capture the full amount from the Societies. The final line item is membership packets, with the additional expenditures due to the mailers and postage.

Bourbeau made a motion to accept the Treasurer's report. Heaton seconded the motion. The motion carried.

The Board welcomed Guests Mayor John Lewis from the Town of Gilbert and Collin Dewitt, CPM, Town Manager for the Town of Gilbert. Board introductions were made as well as thanking the Mayor and Town Manager for allowing the Board to meet at the Town Offices. Heaton invited the Mayor and Town Manager to the conference in Salt Lake City in October 2011.

OLD BUSINESS:

Review and Approval of 2010-Year End Committee Reports

Standing Committees

- Board of Elections

The committee recommends that the Board and HOD ensure that steps are taken under Roberts Rules so that when the election results are announced the vote count per candidate, is not required to be announced. This recommendation needs a Bylaws amendment. Smith will draft with the current Bylaws Committee.

- Bylaws & Ethics

Honorary Fellows will be people or office who have performed notable service to, or support for the American Academy of Certified Public Managers. They shall be elected to this class of membership by a three-fourths majority of the Board of Directors and the approval of a majority vote of the sitting House of Delegates. Jefferson will update the SOP and Smith will capture the Bylaws changes from the HOD.

- Finance

Jefferson has updated the SOP changes, as suggested by the committee. Debbie Smith (OK) is finalizing the conference history information.

- Henning Award

The report recommends that the Henning Award expenses (trophy, framed certificates and plaque engraving as well as shipping) be a separate item and not combined with the Henning Award recipient's travel expenses. This suggestion will be done in the 2011 budget. The report suggests that in SOP 11.40 the words Henning Trophy be used as they are the words engraved on the trophy. Also, SOP 11.40 should state that the Henning Award Trophy be ordered at least two months prior to the meeting and engraved as soon as the recipient is selected.

- Communications & Publications

The newsletter is developed in PDF format as well as html format. The current newsletter developer is no longer able to continue to create the Academy newsletter. Shoemaker will contact Pepper for information on current practices and information in the report. SOP 11.50 needs to be edited and capture the name change – see New Business. Smith will update the Bylaws to be in sync with the SOP.

- Wilkinson Scholarship

Report submitted for approval, no action required.

- Conference Committee

Jefferson has updated the SOP changes. The 2011 budget does include a line for shipping of the conference flags.

Tisdale made a motion to accept the 2010 Standing Committee Reports. Bourbeau seconded the motion. The motion carried.

Committees of the Board

- Archives & History

We're deferring action on this report until we can connect with Debbie Smith (OK) for clarification on some items.

- Strategic Planning

Heaton has been in contact with Mark Evans (WI) and discussed the use of technology and moving the strategic plan forward. The committee will inform the Board of what is needed to adopt, implement and move forward with the plan. Heaton is reviewing what we currently have and will discuss with Kramer.

- Management Practices Committee

Tisdale will connect with this year's Chair to make sure the costs of the award are understood (engraving, shipping and medallion costs.) Smith will speak with JJ Acker the Consortium Representative to ensure that he understands what is required for presentation of the awards.

- Mentoring Committee

Kramer will draft a message to the Alabama Society welcoming them back into the Academy. Tisdale will send the annual assessment invoice (\$100.00) to them. Smith will review the SOP and make sure the language is clear and in sync with the language in the financial SOP regarding a society being rechartered.

The Board discussed different ways to assist Societies that are struggling. Jefferson suggested that we engage our Societies in doing a SWOT analysis of themselves as well as the Board. Perhaps if we monitor society websites for changes and then re-introduce ourselves to the new board members. We could make them aware that we're available for support. More discussion will follow on how the AACPM can assist Societies and what can we do to help with mentoring and providing information. Kramer would like to continue this discussion in time for the April Consortium Meeting.

- Ways & Means

Report submitted for approval, no action required. Tisdale asked if anyone has suggestions on items to sell at the Utah conference to please let her know. Jefferson mentioned that North Carolina Society purchased rings and pendants with their logo and they have been selling quite well. Bourbeau mentioned the cookbook project that she offered to implement a few years ago. Jefferson volunteered to work with her on this project.

- Integrated Marketing and Resource Catalog

Currently still listed in the SOP even though the committee was discontinued a year ago. Kramer will update the SOP.

- Orientation Committee

Report submitted for approval, no action required.

- Leadership Institute

Report submitted for approval, no action required. Kramer would like to discuss later in the meeting and review the intent of the committee and perhaps have it fall within the other committee responsibilities.

Tisdale made a motion to accept and approve the 2010 Committees of the Board reports. Bourbeau seconded the motion. The motion carried.

Kramer recognizes and welcomes Greg Hyland, President of the Arizona Society and 2010 Henning Award Winner, and Arizona Society Board Member Jimmy Jayne.

- Membership Benefits

Jefferson provided an update to the Board on the Membership Benefits Committee proposals. Kramer suggested that Jefferson share the nine proposals and the Board will review at the end of the presentation for adoption or suggest other work be completed on the proposals.

I. Recommend AACPM develop a voluntary continuing education (CE) program.

Professional organizations with national impact all seem to have one thing in common. They have stellar continuing education programs. The hallmark of these leading professional organizations is ensuring its members are kept abreast of trends, happenings, and developments in their respective industries. In many instances, members are required to earn continuing education credits to maintain certifications and licenses. In other instances, professional organizations require members to earn continuing education credits to maintain their membership with the organization. While other professional organizations had three tracks, members could join without being certified, members could join and become certified (voluntary), and finally, individuals could become certified, but did not have to be a member of the organization. The essence in all the professional organizations is they placed value on keeping their members current and promoted continuing education.

The Academy has debated the issue of continuing education for many years. Through all the discussion, one thing remained at the center – the need to keep its members current in matters that affect public sector management.

Depending on the Academy's current web capacity, cost may be incurred to increase bandwidth and maintenance of a database. Cost may also be incurred to purchase or develop software to allow interactive capability on the web site. Additional costs may be incurred to hire presenters for Academy sponsored webinars, videoconferences, etc.

Establishing guidelines or a framework is one of the most critical aspects of developing a voluntary continuing education program. The Committee offers the following guidelines as described below.

- 1) Academy members cover a broad spectrum of disciplines. The Committee believes the voluntary continuing education program should equally accept credits from a broad spectrum of disciplines. As such, continuing education credits are accepted for any discipline related to the public sector (e.g. fiscal, human resources, engineering, collective bargaining, education, public policy, etc). In addition, credits may be earned for experience or training in the private sector if skill is transferable to the public sector.
- 2) Require 30 credit hours within a three-year period. The renewal cycle becomes every three years. Activities are credited for the current three-year cycle.
- 3) Categories for which to earn credit hours and point system are as follows:
 - a. Professional Membership (5 credit hours maximum) – credits earned for membership and participation in professional organizations. Credits are earned as follows:
 - i. Three points received for belonging to the Academy/member Society.

- ii. One point earned for each additional professional organization.
- b. Continuing Education (25 credit hours maximum) – credits are earned for educational activities to include the following:
 - i. Webinars, videoconferences, e-learning activities (15 credits maximum)
 - ii. Conferences, seminars and workshops (20 credits maximum)
 - iii. Calculate credit hours in the following manner:
 - 1. Recognize continuing education units (CEU), continuing legal education (CLE) units, and professional development hours (PDH)
 - 2. Recognize continuing education units awarded through the International Association for Continuing Education and Training (IACET). This organization states that an agency can award one CEU for every 10 hours of classroom time (SPHR Recertification Handbook)
 - 3. Award one credit hour for every hour of instruction, excluding lunch and breaks.
 - 4. Typically, 12 credit hours are awarded for a three-day conference (SPHR Recertification Handbook, IACET Guidelines). Members must attend the sessions to receive credit.
- c. Professional/On the Job Experience (20 credits maximum) – credits can be earned for first time work experience in an activity that adds value to the member and the organization. Some examples include, but are not limited to:
 - i. Developing standard operating procedures
 - ii. Participate in labor negotiations
 - iii. Present information to a government official, legislative body, etc.
 - iv. Research and implement a continuous improvement plan/project
- d. Instruction/Facilitating/Teaching (20 credits maximum) – credits earned for designing and/or teaching courses related to public sector management. Credits are received for the first time the course is taught. Calculate credits hours as follows:
 - i. Award one credit hour for every hour of instruction, excluding lunch and breaks.

- ii. Award two credit hours for every presentation that is given to account for prep time.
 - e. Community Involvement (5 credits maximum) – credits may be earned for lending member’s expertise to their community.
 - f. Research/Publishing (10 credits maximum) – credits may be earned for conducting research and publishing work as a white paper or in scholarly journals. Credits earned as follows:
 - i. Primary author (10 credits maximum)
 - ii. Co author (5 credits maximum)
- 4) Issue certificate upon completion of 30-hour requirement. Award members with the Board designated honor. Below are suggested names for the Board to use. Only one honor will be used.
 - a. CPM Gold
 - b. CPM with Distinction
 - c. AACPM Member with Distinction
 - d. AACPM Senior Professional

Designation is valid for three years.

- 5) Require participating members to submit supporting documentation with application (paper or electronic).
- 6) Renewal cycle is three years from date of initial approval. Thereafter, the renewal cycle is every three years.
- 7) Continuing Education Program Fees - Charge \$75.00 fee for initial application and \$100.00 for renewals. Impose a \$25.00 late fee for renewals submitted after deadline. The fee covers administrative costs.
- 8) The Committee recommends the following statement regarding falsification of records:

Falsification and/or misrepresentation of records/application are a violation of the Academy’s ethics standards. Violating members will not be awarded the continuing education designation.
- 9) Allow six to eight weeks processing time. Send certificate and letter from the Academy President to the participant upon approval of application.

The Board authorized Jefferson to create a survey using survey monkey to gather membership input and interest. Once information received we would review the

proposal. Jefferson will share the draft questions with the Board prior to sending out survey.

- II. Establish a Research Committee/Component or expand the Grant Committee's responsibilities.

Leading professional organizations engage in research. In exploring this recommendation, it was found that many professional organizations had a research arm or component. The research component conducted research on current trends in their respective industry. Those well-established and nationally recognized organizations went further and engaged in researching emerging trends. These organizations helped to set the national tone on such matters as generational gaps in the workplace, on-boarding, and emotional intelligence.

It is the Membership Affairs Committee's (MAC) belief that establishing a formal research component within AACPM will help propel it to an elite, nationally recognized organization. Conducting sound research will add credibility to the Academy's name and give added meaning to the Certified Public Manager® designation. This could also be a segway for Academy members to be involved with research and move them toward publication, if desired.

Another added benefit of establishing a research committee/component is that it could be a potential source of revenue. Some professional organizations sold their research to interested parties at a variety of prices. Research results were published on-line and/or professionally printed and bound. The on-line document could be downloaded to a paying customer. A common thread was research results were available to members at no cost.

The Research Committee will have two primary functions. The first function includes the Research Committee researching current and emerging trends and presenting the results. The second function involves the Research Committee serving as an editorial review group for the Academy. Specifics on both functions are listed below.

First Primary Function - The Research Committee (Committee) will research current and emerging trends in public management, leadership, etc. annually. The Committee identifies top three trends and presents them to the AACPM Board. Ideally, this should occur no later than April 1st. The Board will select the topic for the Committee to focus on for the year. With Board's approval, the Committee conducts thorough research of the topic, including developing and administering instruments to collect data as appropriate. After the Board's review of the final research product, the results are published on AACPM's website and/or published as a professionally bound document. The research results are presented in the form of a report, monograph or white paper. The results should also be presented at the AACPM professional development conference. The Membership Affairs Committee recommends that the Research Committees develop guidelines to narrow the topics to be researched.

Selling copies of the research results is a potential revenue stream. The Research Committee should develop strategies to market research results. AACPM can sell copies of the research to individuals or organizations external to the membership. Electronic copies can be printed on demand and mailed to requestors. Another option is to have the research setup as a downloadable file and released upon receipt of payment. Regardless of which option is used, the selling price should definitely offset the cost to print. The Committee is responsible for researching the process to copyright all research. The Committee is also responsible for ensuring that all research is copyrighted before being released. It is essential that the Research Committee use sound research methods and principles to avoid copyright infringement.

Second Primary Function – The Research Committee will call for and review white papers, reports and/or scholarly articles from the membership, Consortium, and others affiliated with the CPM, including faculty. This Committee will establish the format for publishing the articles. For example, white papers are not as stringent as scholarly articles. Below are just a few components for the research. Abstract
Main paper, including methodology, findings, implications for scholarly work
Proper citations.

The above activity can be the precursor to establishing a review panel for the AACPM Journal. With both functions, only the abstract will be accessible to persons external to the Academy. Members will have access to the full documents.

The Committee will also need to decide upon a format to call for papers. A sample format is attached for consideration.

Additional Function - The Committee will also have grant writing responsibilities (which is why the Membership Affairs Committee recommends the expansion of the Grant Committee to include the research component). Grants are identified to help fund AACPM events and initiatives. Additionally, this Committee can share grant writing tips and assistance to state societies.

Lastly, the Committee can assist interested members with preparing and/or submitting articles to professional journals, leadership, and government publications, etc. Note: The Committee will serve as a technical resource; the interested member must do the work.

The Membership Affairs Committee recognizes the magnitude of this suggestion. As such, MAC recommends partnering with the Consortium in this effort. Members of the MAC recognize that Consortium members may be knowledgeable of current and emerging trends. This could be helpful to the Research Committee. The MAC recommends the Board of Directors extend an invitation to the Consortium to place one of its members on the Research Committee.

The Board authorized Jefferson to include questions in the survey she is drafting to send to membership to see if there is interest in this proposal. The Board prior to the survey being sent to the membership will review the questions.

III. Establish an Academy Journal comprised of projects submitted by the annual Askew Award winners.

Since its inception, the Academy has looked to provide scholarly articles of interest to its membership either by creating a publication unique unto itself or to participate in a pre-existing one. Two attempts to partner with existing, outside publications were not successful. It occurred to the Committee that we already have an internal resource available to the Academy in the form of the projects, which are honored with the annual Askew Awards. Sharing these in their full form could prove to be useful to Academy membership.

The key to making this work will be the willingness/ability of the Askew winners to allow publication of their projects. As there may be agency-specific information in some of these documents, this may create issues that would prevent them from being used. Author(s) should be given the opportunity to edit out this type of information.

As the individual award winners are submitted to the Askew Committee, they would also submit an electronic copy of the particular project, the version submitted to be acceptable by the author(s). A release form would also need to be executed prior to the publication of each project.

Kramer asked if we were to publish a booklet that contained 2011 Askew Award winners with an executive summary and contact information. Can we publish this under the AACPM banner? The Askew Award winners are not necessarily AACPM members and the projects were completed as part of their Program. Do we have the right to publish the projects or do the projects belong to the Consortium? Kramer and Jefferson are attending the Consortium meeting in April 2011. They will review the proposal with the Consortium at that time

IV. Develop strategies to increase membership at the Society Level.

Over the past few years, many member Societies have seen a steady decline in membership. Some Societies have seen no substantial growth in several years. In fact, some Societies are struggling to maintain enough members to be considered a Society while others have become inactive. Some Societies are asking for the Academy to develop strategies at the national level to help them recruit and maintain members.

The Committee recommends polling state societies to see what efforts they are using to recruit members. Once collected, the Committee can compile a list and post to the website. In addition, the Committee can research strategies by other professional organizations to see if they are feasible for the Academy.

Identifying strategies to increase membership will be a continuous effort. The Committee recommends the Mentoring Committee assertively pursue states with CPM programs to form Societies or seek graduates as unaffiliated members.

The Committee recommends the items below possible strategies to increase membership by state societies. The Committee realizes that some suggestions are not feasible for every society. Societies are encouraged to use the strategies that work best for them.

The list below is limited. The Committee will continue its efforts to identify new members.

1) Offer incentive to potential new members – Societies could offer a discount on state rates for members who renew their membership early. This could be as little as two dollars or more off regular membership dues. At its fall workshop, the NCSCPM offered free registration to persons who paid their 2011 membership dues at the time of registration. There was only a minimal registration cost. However, the Society saw a dramatic increase in its associate members. More existing members renewed their membership early. These increases are directly attributed to the incentive.

2) The Academy President can write a letter to former Society members on behalf of the member Society. Perhaps the leverage of the national President will encourage some inactive members to rejoin their respective Societies.

3) Update and/or develop marketing plan – Societies should examine their current recruitment efforts. The Committee recommends Societies develop a marketing plan. The Committee recommends Societies visit the CPM programs in their state on a more regular basis. Submit articles about their societies in a variety of state organizations newsletters. It is a source of free publicity and makes their organization visible.

The new Committee titled Society Support will be assigned this proposal, as well as the Mentoring Committee. Kramer will pass along this proposal to the Chairs of the two committees.

V. Enhance/Expand AACPM Mentoring Program.

The Academy provides valuable guidance to states with CPM programs that may have the potential to establish Societies. This guidance is in the form of mentoring. This format has been used for many years by the Academy and has been provided through the Mentoring Committee.

The Membership Affairs Committee (Committee) recognizes that other members and aspects within the Academy can benefit from mentoring. It is with this in mind that the Committee recommends enhancing and/or expanding mentoring activities.

The Committee proposes the following components as listed below.

1. Develop a “Society Start-Up Kit” for new Societies. The idea is to provide new Societies a toolkit to help them build a thriving Society. The toolkit should include, but is not limited to the following:

- a. Integrated Resource Guide (IRG) – The Committee skimmed the IRG at the suggestion of Steve. Upon completion, the Committee determined the IRG still has value, however, it should be updated. The Committee recommends the Mentoring Committee update the IRG and place a generic copy on the Academy’s website. Societies can download the document and customize it with their logo and specific operations content.
- b. Develop orientation for new AACPM Board members – The Committee recommends developing an on-line presentation to orient new AACPM Board members for their new roles. The orientation is to be placed on the AACPM’s website. The orientation will add another level of understanding and source of information for the new Board member. This orientation will supplement the SOP.

The orientation could serve as template for Societies. They in turn could customize the presentation and could use it to orient board members at the Society level. This could be viewed as a means of empowering Societies.

2. Expand mentoring function – The Mentoring Committee currently mentors new Societies. The Committee believes mentoring can be expanded to serve the whole membership.
 - a. First, the Committee recommends assigning a mentor to new AACPM Board members. The mentor should be an existing Board member. This mentor/mentee relationship will help the new Board member get acclimated to his/her new role and minimize to potential to feel overwhelmed with the new responsibilities. Steve suggested some of this is being done informally between the new Board member and his/her predecessor.
 - b. Second, the Committee further recommends that AACPM Board members mentor their equivalent position in Societies. This builds rapport between the AACPM Board and Societies. It also opens up another opportunity for communication. In addition, it could help identify potential problems and help the Board to minimize the impact.
 - c. Lastly, the Committee suggests the Board help foster a mentoring environment among individual Societies. The Board/Mentoring Committee could poll state societies to see what are their desires and needs. Then the Board/Mentoring Committee could pair that society with one who has experience or success in such matters. Another option is to allow Societies to post a need/request to AACPM’s website and allow Societies to respond directly to the Society requesting help. The second option will work best with an interactive website. Otherwise, it will require AACPM’s Webmaster to post and remove the needs once resolved.

3. Hold Conference Calls with State Societies – The Committee recommends the AACPM President hold quarterly conference calls with presidents of Societies. It is believed regularly scheduled conference calls can help open lines of communication between the AACPM Board (thru the President) and Societies. In addition, the Committee believes this recommendation can help build trust and true partnership between the Board and Societies.

The Committee also recommends the AACPM President (or designee) to hold conference calls with presidents of Societies to discuss issues and concerns as needed. This will allow problems to be resolved before they escalate.

Kramer would like the Membership Affairs Committee to work on recruitment and retention strategies. Resource, orientation and mentoring items will be assigned to the appropriate committee for further development and implementation. Tisdale suggested a question be sent to membership on what are their Societies best practices? These could be gathered and posted on the website for other Societies to have a resource and view what their counterparts are doing. A question will be included in the survey being drafted by Jefferson to ask Societies to share some of their best practices.

- VI. Establish formal Outreach Program. The first activity is to coordinate annual statewide volunteer effort in which all members can participate, if desired.

Research shows many professional organizations are involved with civic activities in their respective communities. The Membership Affairs Committee (Committee) believes the American Academy of Certified Public Managers (Academy) should also become more active with civic activities on a formalized basis. It is the Committee's opinion that being involved in outreach activities will help establish Academy as a premier professional organization.

AACPM can benefit greatly by establishing an Outreach Program. First, AACPM is composed primarily of current and former public servants whose jobs are/were to provide service to citizens across the country. Outreach is a natural extension of providing service and an opportunity to share leadership principles learned in the CPM programs. Second, engaging in outreach activities increases the visibility of AACPM. Marketing/promotion of the outreach and volunteer activities can really highlight AACPM as an organization that gives back. Such positive activities and press could attract new members. Third, getting involved with a volunteer effort where state societies can participate puts the whole organization on one accord. It is an opportunity to build synergy among the membership.

Annually, the Publicity/Publications or Marketing Committee researches several volunteer projects the Academy could participate in. One of the aforementioned committees drafts a proposal that identifies at least three possible volunteer projects and submits it to the AACPM Board for review. This should be done in February or March of each year. The Board decides which project to pursue for the year. The Board or its designee notifies the membership of the volunteer project. The Publicity/Publications or Marketing Committee will coordinate the effort with input from the Board. Ideally, the volunteer project should have nationwide appeal. This allows all Societies the

opportunity to participate. Results of volunteer efforts should be posted on AACPM's website and in the AACPM Connection. The Academy can issue certificates of appreciation to Societies for their participation. Certificates can be issued electronically.

The Board has decided to host a food drive friendly competition between Societies. Smith made a motion that the Academy adopt a national charity per year under the leadership of the Membership Affairs Committee and inform the membership of the charity of choice and solicit their participation. Tisdale seconded the motion. The motion carried. The 2011 challenge is to support local food pantries and the project title is AACPM Feeds America. Jefferson will create a sample press release and send to Societies. Kramer will prepare an announcement email.

VII. Host bi-annual forums with AACPM President.

A common theme among the membership is a desire to have more communication with the AACPM Board. Some members have expressed a need for more open communication between the Board and member Societies. Developing and hosting a bi-annual forum could help to improve communication between the Board and member Societies. In addition, this format allows the AACPM President to speak to and hear directly from members. Also, members may view hosting a bi-annual forum as being "transparent." It could also help build trust between the AACPM Board and member Societies. The ultimate goal is to have a means of constructive dialogue with the membership.

A couple of options are available to the Board to deliver the forum. The AACPM President (or designee) can also utilize "You Tube" to uplink a live video feed or do a live on-line chat using Twitter, Face book, or "Linked In. If You Tube is used, someone (Technology Committee) will have to the "set up" is appropriate. You Tube may also be view as a social media site and some state agencies prohibit the use of it during working hours.

Marketing will be key for any forums. The Board may need to solicit help from the Publicity/Publications Committee to inform members of the forums. The Board could develop its topic early in the year and publish the dates, times, and cyber location on its calendar and the AACPM Connection.

This proposal will be forwarded to the Technology Committee for their review and input. Kramer will discuss with Greg Hyland (AZ), Chair of the Committee.

VIII. Increase technology presence and member development.

The Membership Affairs Committee (Committee) believes the Academy needs to increase its web presence. Most dynamic professional organizations have excellent web presence. They use the web to attract, recruit and retain members. They also use the web to provide member development opportunities. Leading professional organizations keep fresh content on their sites. In addition, there is a trend where some organizations have interactive sections on their website. These organizations utilize a combination of

Twitter, Facebook, and/or You Tube to promote activities and keep their names before potential members.

Member development is essential for progressive organizations. The Membership Affairs Committee believes member development is critical to the Academy and should be continuous. Therefore, the Committee recommends offering a series of webinars and other e-learning opportunities to its members through its website or other delivery method.

There are two distinct areas in this proposal – increase technology presence and member development. Suggestions for these items will be listed separately.

Increase Technology Presence

- 1) Establish Twitter and Facebook accounts for the Academy – This is free publicity and if used properly, LinkedIn and You Tube can drive traffic back to the Academy’s website. It will be easier to update these outlets and there is no cost associated with making the changes.

The Committee recommends the Technology Committee develop a plan to govern how the social media sites will be used, type of content to be placed on the site, the frequency of updates, etc. In addition, the plan should identify a person dedicated to updating the sites. Current information is key to keeping followers returning to the sites for information. The Member Affairs Committee recommends the plan be presented to the AACPM Board for approval and the HOD, if appropriate.

- 2) Make website more interactive – Two specific areas to make interactive immediately include the following: allow societies to update conference news directly on AACPM’s website and allow members to update their information directly. Both areas empower societies and members. It is believed allowing the direct entry will provide current information.

The Committee realizes there is some risk allowing direct entry, including validity and consistency of data entered. Therefore, the Committee offers two possible solutions. First, the data can be entered by the society’s Treasurer. This will limit the number of people entering the data. Second, delimit the fields where it will accept only specified data.

- 3) Create “Member Benefits” page to website – The Committee recommends this page be dedicated to highlighting member benefits. This page should be visible on the home page and have its own tab. The page will be accessible to the general public. Having a separate page makes it easy for anyone to find a current listing of member benefits.
- 4) Identify technology resources that member societies can use – This suggestion can help minimize costs member societies may have for technology services. In addition, this can help some member societies enhance their web presence;

possibly decrease web costs, etc. In addition, if many member societies use the same resources, it could potentially provide a financial benefit to the Academy, depending on the resource.

- 5) Add job posting section to the website – This suggestion has the potential to drive a lot of traffic to the website. It is a good practice to post job vacancies on the website for members to review. This section should be placed in the “Members Only” section on the website. If adopted, this suggestion will require the MAL-PC to coordinate posting the job listings to the website. The Committee recommends an automatic removal date be coded when the job is posted to the website. This suggestion could certainly help members who may be unemployed or in danger of being reduced in force.

Member Development

- 1) Develop and/or host webinars and webcasts on topics of interest to members – The Committee recommends the Academy develop at least two webinars/webcasts initially. The Board (or designee) can review the 2010 conference evaluations to see what future topics attendees said they were interested in. Also, the Board (or designee) can poll members to determine what subjects they want more information about. Then develop the presentation and announce date for delivery of webinar/webcast. In addition, PowerPoint presentations can be developed and posted on the Academy’s website. This online presentation can be available for a limited time and members can access it at will.

Providing webinars/webcasts and other online presentations offers additional benefits to AACPM members. This is a great aid to individuals who are unable to attend the annual conference. It is possible that these webinars/webcasts may be the only educational opportunities afforded to members during these lean economic times. Also, leading professional organizations provide multiple opportunities for development for its members.

It may be possible to partner with another professional organization to offer webinars/webcasts to members. This partnership may incur some costs.

- 2) Develop best practices database, post to AACPM website – Poll Societies for best practices. The Committee recommends posting the best practices to the website. The Board should review the items before placing on the website. This information will serve members directly. It encourages networking and empowers members.
- 3) Provide regular networking opportunities for members – Networking opportunities are afforded at the annual conference. However, developing regular networking opportunities throughout the year gives a sense of community among the membership. The Committee recommends using LinkedIn, Twitter, and Facebook as opportunities to network. The Committee further recommends

offering two networking opportunities via the outlets mentioned earlier, initially. Networking opportunities can expand later date once if effectiveness is assessed.

- 4) Develop and maintain “recommended reading” list for members – If adopted, the Research Committee could assume this task. They would develop a “recommended” reading list for members and update it as appropriate. They could poll the membership and ask for a list of suggested readings. In addition, they could ask for a brief summary of the book, periodical, etc. recommended by members. Also, the Research Committee could have a discussion about a featured book via Twitter, Facebook, or LinkedIn.

This proposal will be forwarded to the Technology Committee for their review and input. Kramer will discuss with Greg Hyland (AZ), Chair of the Committee.

IX. Develop and maintain a speakers’ bureau.

The strength of a professional development conference lies in the quality of speakers and the workshops they present. Great speakers are a rare commodity. Once found, the Academy or its member societies should share this information.

Developing a speakers’ bureau allows the Academy to keep a list of great speakers. This becomes a valuable resource for the Academy and its member Societies. In addition, it may be possible for member Societies to negotiate a lower rate with speakers because of their affiliation with the Academy.

The Committee has developed the structure to capture the information about the speakers. Initially, the Committee will enter speaker information into the database. To date, one-half of the 2010 annual conference speakers have been entered into the database. A Committee member will contact speakers to determine if they wish to be included in our database. Once completed, maintenance of the database becomes the responsibility of the society that hosts the annual conference.

The Committee recommends placing the speakers’ bureau on the Academy’s website under the members’ only section. The conference host Society, preferably the conference chair, will update the database within 60 days of the end of the conference. Speakers should be informed their information may be added to the speakers’ bureau. As such, the Committee recommends adding this statement to speakers’ contract.

The Committee recommends providing a reminder in the database for member Societies to ask speakers to waive or reduce their fees. A letter acknowledging the waiver of fees can be sent to the speaker from the AACPM Foundation.

The Board is in support of this proposal. Jefferson will add a question in the survey to be sent to membership. Debbie Smith (OK) is updating the speaker database with speaker information from the OK City conference held in 2010. Tisdale suggested that Jefferson contact Ron Buchholz (WI) as they have a speaker’s database set up and may be able to provide additional information.

Bourbeau made a motion to accept the nine Membership Affairs Committee proposals as discussed and agreed upon for action. Tisdale seconded the motion. The motion carried

There are no year-end reports from the Ad-hoc Committees.

CONSORTIUM UPDATE:

Kramer provided a Consortium update. Currently there are thirty-two accredited members, twenty-nine states and three in the D.C. area. There are five active members and four associate members. Programs currently struggling include: New Jersey as the program is not operational and discussion is on going on how to maintain it as a state program; The Virginia program has ceased operation and is currently attempting to be placed in the university system; The USDA Graduate School program has requested an inactive status; and, Ohio re-accreditation has been extended for one year.

The Consortium members are working on national branding and a new logo and tagline (slogan) is in the works for marketing purposes. Jack Lemons contract has been renewed for another year as the Administrator for the Consortium. A committee is being formed to evaluate requiring a national exam or a review of portfolio for a requirement to earn certification.

The following individuals are contacts for Shoemaker for CPM Connection Articles. Lorena Johnson, (IL) Winter Issue, Howard Balanoff, (TX) Spring Issue, Michael Waters (AR) Summer Issue and JJ Acker (UT) Fall Issue.

Kramer asked Smith if she was aware of the status of the joint brochure between the Consortium and the Academy. At this time, no one is willing to dedicate the time to developing the brochure. The ASPA CPM Section was reviewed on the ASPA website and Kramer provided history. Howard Balanoff (TX) has sold ASPA on the benefit of the CPM program and is currently negotiating to make CPM the training program of choice for ASPA. The Iowa program graduates have started an ASPA Chapter versus starting an AACPM Society.

Kramer has a concern that more of the new programs, like Iowa, are university based and their graduates will become part of ASPA instead of AACPM. He views this as a challenge for recruiting and development of new Societies for the AACPM.

Kramer will contact Michael Waters, this year's chair of the Consortium, as well as Administrator Jack Lemons. He will follow up with a letter to them sharing our concerns.

2014 CONFERENCE

Greg Hyland (AZ) shared information on Arizona hosting the 2014 conference. The Arizona Society is planning to put in a bid to host the 2014 conference. Areas to be considered are Yuma, Gilbert, and Phoenix. Heaton will bring the proposal to the

conference committee. From there it will come back to the Board to review. If the proposal is accepted then the Arizona Society will recommend a location and present the contract information to the Board.

NEW BUSINESS:

- Potential Changes to Board of Directors Position Names and Duties
- 1) Member at Large Conferences & Communications – Change the name to Member at Large Communications & Publications to match the Committee name and more accurately reflect duties.

Heaton made a motion to change the title to be Member at Large for Communications and the committee name will be Communications Committee. Jefferson seconded the motion. The motion carried.

Kramer will prepare the bylaws and SOP edits and forward to the Board for review.

- 2) Member at Large Member Affairs – Expand the scope of duties to include providing support to current Societies, and membership recruitment and retention strategies. The Wilkinson Scholarship is a membership benefit and the Member Affairs position would be the liaison for this standing committee. This position would also be the liaison to the new Society Support Committee. The Member at Large - Communications position will take on the role of maintaining the SOP's. The SOP's will be updated and then posted to the web by the Member at Large for Communications.

Smith made a motion to implement the transfer of the SOP duties to the Member at Large for Communications, and to include the name change for the Member at Large to be Member at Large for Membership. The committee name would be Membership Committee. Tisdale seconded the motion. The motion carried.

Kramer will prepare the bylaws and SOP edits and forward to the Board for review.

- 3) Secretary duties will be updated to include the certification of delegates and disseminating information to the HOD Delegates, which duties were formerly with the MAL-C&C, and also to be the Board liaison to the Archive and History Committee.

Tisdale made a motion to update the Secretary duties as identified. Jefferson seconded the motion. The motion carried.

Kramer will prepare the SOP edits and forwarded to the Board for review.

- 4) Define the President Elect as the Chair of the Strategic Planning Committee and update SOP 6.0 and 9.3 to include this role.

The Board agreed to this additional duty.

Kramer will update the SOP and forward to the Board for review.

- 5) Define the President as the Liaison to the Henning Committee.

The Board agreed to this additional duty.

Kramer will update the SOP and forward to the Board for review.

- Potential Changes to Committees of the Board

- 1) Management Practices

Charlene Cutting (NH) chaired this committee for the past few years. In her committee report she asks if this committee should be at the direction of the Consortium or remain an Academy committee? Jefferson asked what are the duties and responsibilities under this Committee? Smith explained this committee is responsible for the Askew Award projects and awards. Tisdale suggested that we change the name to the Askew Award Committee.

Tisdale made a motion to rename the Management Practices Committee to the name of Askew Award Committee and to have the committee remain under the direction of the Academy. Smith seconded the motion. The motion carried

- 2) Ad-hoc Grant Writing Committee

Heaton made a motion to eliminate the Grant Writing Committee and that this function become the responsibility of the Education Foundation. Jefferson seconded the motion. The motion carried.

- 3) Ways and Means Committee

Kramer suggested Ways and Means become a subcommittee of the Finance Committee. The Treasurer would chair the subcommittee. Smith asked if we could also create an Audit subcommittee of the Finance Committee. If the CPA review were changed, this would be beneficial, and also allows us to strengthen some of our internal controls.

Shoemaker made a motion to define the Ways and Means Committee to a subcommittee of the Finance Committee, and to create an Audit subcommittee of the Finance Committee. Smith seconded the motion. The motion carried.

- 4) Consider a new committee titled Society Support Committee. This new committee will incorporate and update the relevant parts of the Integrated Marketing and Resource Catalog, and have the responsibilities of the Orientation and Mentoring Committees related to existing Societies relocated to this new committee.

Heaton made a motion to create a new Committee titled Society Support Committee as described. Tisdale seconded the motion. The motion carried.

- 5) Orientation Program Committee

Kramer suggested we assign the first time conference attendee orientation as a conference committee function, with the other duties already transferred to the new Society Support Committee. The Orientation Program Committee can then be discontinued as a committee.

Shoemaker made a motion to discontinue the Orientation Committee and reassign the duties as described. Heaton seconded the motion. The motion carried.

- 6) Leadership Institute Committee

Kramer gave an overview on the purpose of the Leadership Institute. The purpose was to develop Society and Academy Board Leaders, but that in recent years this had evolved into the issue of continuing education. With the prior Board action on voluntary CEUs and the current Consortium status on the issue, there is no reason for that effort to continue. In addition, past conferences have had leadership tracks listed as breakout sessions. Kramer suggested that each conference provide a session on how to serve on a non-profit Board. The Leadership Institute Committee has been relatively inactive or non-productive for several years, and would then no longer be necessary as a committee with this proposal. Heaton doesn't want to dictate how conferences are run.

Tisdale made a motion to disband the Leadership Institute Committee as discussed. Smith seconded the motion. The motion carried.

Kramer will review the sections above and update the required SOPs and Bylaws changes.

Smith made a motion to reconsidered the acceptance of the 2010 Standing Committees of the Board. Tisdale seconded the motion. The motion carried

Smith made a motion all the 2010 Standing Committee reports be accepted except the Henning Award Report that needs further discussion. Tisdale seconded the motion. The motion carried.

Tisdale made a motion to accept the Henning Report with the exception that the Henning Trophy remain named the Henning Award, and that references to trophy be edited appropriately. Smith seconded the motion. The motion carried.

A motion was made by Tisdale to adjourn Day One of the Board meeting. Seconded by Heaton. The motion carried.

Day one meeting adjourned at 5:18 p.m.

DAY 2: January 22, 2011

CALL TO ORDER

AACPM President Jeffery Kramer called to order the annual Board of Directors meeting at 8:07 a.m. on January 22, 2011 at the Town of Gilbert Town Offices.

- **OWNERSHIP/CENTRALIZATION OF ACADMEY BUSINESS:**

- 1) Assignment of Trademark/Copyright Registration renewal responsibility

- Kramer clarified that this is a trademark not a copyright. At this time, Tom Patterson (LA) is our point of contact. This year, the Board needs to take action to reserve the trademark registration. In a few years we will have a renewal. We need to create an SOP for the trademark to identify the information. What is required, where you would go to satisfy the requirement, which Board Member is responsible for compliance?

We need to file the Declaration of Use prior to May 3, 2011 and the cost is \$100.00. Kramer will request that Tom Patterson complete the filing and express our appreciation for his assistance.

Bourbeau made a motion to authorize the \$100.00 expense for filing the Declaration of Use. Heaton seconded the motion. The motion carried

Heaton made a motion to assign the filing and trademark registration to the Treasurer. Smith seconded the motion. The motion carried.

Kramer, Tisdale and Smith will draft the new SOP.

- 2) Assignment of Domain Name/renewal responsibility.

- The Domain name is renewed every two years. We need to edit the SOP for the Member at Large for Communications to reflect domain name renewal responsibility. Kramer will provide Shoemaker with the information. Tisdale suggests that a new SOP be written to capture all registrations and renewals

for tracking purposes. This item will also be listed in the Board Member at Large Communications position.

Kramer, Tisdale and Smith will draft the new SOP.

3) Charter Template

The Society Charter Template will be kept in the Archive History Documents. Kramer and Smith will work with Debbie Smith to ensure the current template is accurate. SOP 20.30 will be edited to include that the Past President will be responsible for creating the Society Charter. The SOP will be cleaned up and removal of the specific framing location allowing for a more general location for the convenience of the Past President.

4) Past Presidents Buttons

- These are given to Presidents as they come to the end of their term. This is not an official AACPM item. Dennis Magee (FL) created them and holds them in his possession. Kramer is asking the Board how do we want to proceed with the Past Presidents buttons? The Board felt this was an appropriate honor for the President's service and should be an official item.

Tisdale made a motion to request Kramer speak with Dennis Magee regarding the Past President buttons. If he declines to sell them, the Board will look at designing and purchasing a Past President's pin. Smith seconded the motion. The motion carried.

Kramer will create an SOP for capturing the formality of the pin.

5) Henning Award

- The Henning SOP 11.40 does not specify details on the creation of the Henning Award, Certificates and Framing. Kramer will request Greg Hyland (AZ) to expand the SOP to standardize the content and the purchase of the Henning Award, nominee certificates and framing.

Tisdale made a motion to request Kramer speak Greg Hyland to edit SOP 11.40 to standardize the content of the Henning Award SOP. Bourbeau seconded the motion. The motion carried.

2011 Committees

• Standing Committees of the Board

The Board discussed the committee assignments for the year. Some Committees are still short on members. The Board is working on filling these vacancies. Kramer will send to Board Members any additions/deletions in the next month.

Bourbeau created a Facebook Page for the American Academy of Certified Public Managers. Kramer shared that we have a Twitter Account, Linkd In Account, Facebook Page and a Constant Contact Account. These social media accounts will be used for communication with members along with our website.

Shoemaker suggested that in the membership survey being drafted by Jefferson we should also include a couple of questions asking members what they would like to see on the website. Shoemaker will write the questions regarding the website and send the questions to Jefferson by Mid-February.

Kramer provided an overview of Constant Contact. We have a complimentary membership for a year to use this on a trial basis.

Conference Committee

Kramer spoke with Debbie Smith (OK) and the conference close out report is almost complete. Kramer addressed the upcoming hotel contracts. The Utah conference is scheduled for October 9 – 12, 2011. Tisdale and Kramer request that Heaton have the hotel provide in writing that we will have a master credit account approved with the hotel in Utah.

Heaton shared the presenter proposal with the Board. The conference committee tried to find a balance when choosing their presenters. This is a different approach on the conference presenters and breakout sessions as we have done in the past. The Utah Conference Committee chose to not have as many breakout presentations as attendees tend to network with one another in the hallways and do not attend the breakout presentations. The committee is working on the Wow factor while keeping the cost low. This proposal is going to the conference committee.

South Carolina Conference is October 14 – 17, 2012 and the hotel contract states full payment may be due three days prior to function. Payments outstanding after thirty days may accrue interest. The South Carolina conference contract does not have an attrition clause in the contract. South Carolina has the conference theme and logo approved by the Board. Carl Chase is Chair and very excited to move forward with the planning. Kramer will contact the hotel for clarification about room night reductions.

The Idaho Conference is September 22 – 25, 2013. Tisdale is going to request that her room nights be reduced based on the attrition clause in the contract.

Finance Committee

Based on yesterday's discussion and decisions the Ways and Means Committee will become a subcommittee of the Finance Committee. An Audit subcommittee will also be established under the Finance Committee.

Wilkinson Scholarship

Heaton would like to discuss with the Board the purpose of the Scholarship. We're currently not a wealthy organization and is this something that we should be giving out at this time? Bourbeau suggested that a review of the SOP be completed. Tisdale asked if the same recipient should receive the scholarship in subsequent years? This is currently not precluded. Kramer will speak with Julie Farris (AR) for information on past winners for history information. Kramer and Smith will review the SOP.

Tisdale made a motion to accept the 2011 Standing Committee assignments as have been discussed and revised. Smith seconded the motion. The motion carried.

- **Committees of the Board**

Archives & History

Smith is going to check with Ron Buchholz on the AACPM History information to see if it has been updated. If not, she will check with Tom Patterson.

Management Practices was renamed in yesterday's discussion to the Askew Award Committee. The Treasurer will be assigned as the Liaison for this Committee.

Mentoring Committee

Kramer would like the committee to have the Past President from the prior year on the committee for continuity purposes. The Immediate Past President is the Chair of the committee. Also, Kramer suggested that the Committee request copies of Bylaws and procedures documents from all Societies to have on record.

Society Support Committee

Kramer has solicited names from Board Members to help fill this committee. He has some suggested names to contact.

Strategic Planning Committee

President-Elect is the Chair of this committee. Mark Evans has agreed to return to serve on this committee.

Kramer mentioned that SOP 11.80 is out of date. This SOP needs to have an overhaul to have the Committees of the Board be current. Kramer will prepare the update for the Board to review

Tisdale made a motion to accept the 2011 Committees of the Board assignments as have been discussed and revised. Smith seconded the motion. The motion carried

- Ad-hoc Committees of the Board

Ad-hoc Evolution Committee

Jefferson suggested that Kramer reach out to a few Society Presidents to have new members be on this committee for a new perspective.

Ad-hoc Grant Writing Committee

This committee has been discontinued. This fits better as a function of the Education Foundation.

Ad-hoc Technology Committee

The Committee will need to evaluate the website host and our site. Also, look at ways to provide information and keep members updated. Who is responsible for updating Constant Contact? Kramer will do this and Bourbeau will be the back up to help keep the lists updated.

Tisdale made a motion to accept the 2011 Ad-hoc Committee assignments as have been discussed and revised. Smith seconded the motion. The motion carried

- Discontinued Committees

During the first day of the Board meeting, the Board discontinued the following committees with the duties reassigned: Orientation Program, Leadership Institute and Integrated Marketing and Resource Catalog.

- **SOP UPDATE:**

General SOP updates were discussed and listed throughout the minutes for updates. Kramer and Smith will review the Board Meeting minutes from the past couple of years to make sure that all the SOP changes and updates are completed, and will perform a general consistency, grammar and format review.

- **ANTICIPATED BOARD TRAVEL AND EXPENSES:**

Kramer asked if any Board members know of any potential Board Travel for this year? Jefferson mentioned that she has been in contact with Carl Chase (SC) as he has requested NC Society members to attend South Carolina Meetings and Conference Committee Planning. Tisdale asked if this was a request for the AACPM Board member or a NC Society member? Kramer cautioned that Board Members not commit to anything without talking to the Board ahead of time. Jefferson has not committed to the request. Smith mentioned that the Nebraska Society would like her to be at their Graduation. At this time there is no date. Arkansas also has requested that Smith be part of their Graduation. She has not heard from the Society this year. Tisdale reminded the Board that Societies are expected to help pay fifty percent of a Board Member's travel costs.

- **2011 BUDGET**

The budget approved by the HOD includes \$300 for Membership certificates. In 2010 the membership certificates expense was \$514, which included postage. Newsletter in the past we have budgeted \$3,200 and spent \$1,470.00. We budgeted \$2,000.00 for this year. We have not budgeted the trademark renewal cost of \$100.00 or the domain renewal cost of \$75.00.

Kramer suggested that the line title be changed from Election Expenses to HOD Meeting Expenses. Tisdale suggested changing the line title to HOD Meeting/Election Expenses. This line would also include the HOD parliamentarian fee. An increase of \$850.00 was added to this line. In the 2009 HOD meeting the delegates voted to have a parliamentarian present at future HOD meetings.

Smith made a motion to decrease the Fran L. Wilkinson Scholarship line from \$1,500.00 to \$750.00 for one scholarship to be awarded for this year. Heaton seconded the motion. The motion carried.

The 2010 HOD adopted the Membership Report, which includes receipt of an AACPM lapel pin for new AACPM members. The pins are listed on the Ways and Means Inventory. Tisdale will expense the pins off of her inventory with an explanatory note that it complies with the HOD action. Shoemaker will remove the \$5.00 cost line from the unaffiliated membership application and repost the new application on the website. Jefferson will track inventory of the pins issued for new members for re-ordering purposes. The line item is being changed from Member Certificates to New Member Packets.

In the 2011 budget we have a total of \$200.00 for membership certificates. This needs to increase due to the cost of mailing certificates and pins. Increased the Membership Certificates line from \$200.00 to \$500.00. The increase of \$300.00 came from the Wilkinson Scholarship \$750.00 decrease.

The Society and CPM Program Events line was increased from \$500.00 to \$950.00. The additional \$450.00 came from the Wilkinson Scholarship \$750.00 decrease.

A new line item was inserted for Conference Profit/Loss. This is a placeholder for conference profits and losses.

Tisdale made a motion to accept the 2011 budget revisions and realignments. Shoemaker seconded the motion. The motion carried.

Kramer will reorder the line items to group like line item categories together. He will share with Tisdale for review and then forward to the Board for their input.

- **2011 CALENDAR OF ACTIVITIES**

Shoemaker shared the 2011 calendar of activities with the Board. No changes at this time.

- **2014 AACPM CONFERENCE**

The conference committee will consider the 2014 Arizona bid and inform the Board of their decision.

- **EDUCATION FOUNDATION**

Tisdale updated the Board on the Foundation. Jeff Kramer (AZ), Sharon Kelley (WI), Joanne Robertson (FL), Reva Tisdale (ID) and Tony Smith (KY) are the 2011 members. A Board meeting was held on January 20, 2011 and Board Member Elections were held. Three Board Members were present. The Board discussed the transfer of files and information from Bill Herman (NH) to Board Members. Also discussed development of a brochure to explain what the Foundation is about. The Board would like to encourage all conferences to use the Foundation for vendors and presenters.

Kramer shared the grant writing process is being moved from the Academy to the Foundation. Bill Herman (NH) is listed as the contact to the NH Secretary of State.

- **CONSORTIUM MID YEAR MEETING**

Will be held in Raleigh North Carolina. Kramer and Jefferson will both plan to attend. The meeting dates are April 9 and 10, 2011. Kramer will gather estimated costs and bring back to the Board for review, discussion and approval.

- **MONTHLY BOARD TELECONFERENCE CALLS**

The first conference call would be scheduled for February 1st, however it is a week from this meeting. Our first call will be on March 1st. Bourbeau sent the HOD minutes to the Board for review. Comments are due back to her no later than February 5, 2011. Once comments are received, the minutes will be sent to the Board for final review. Then they will be sent to the HOD for vote.

- **COMPLETION AND SUBMISSION OF TRAVEL VOUCHERS**

Board members submitted their travel vouchers to Tisdale for meeting expense reimbursement.

Smith made a motion to adjourn the AACPM 2011 Annual Board Meeting at 12:57 p.m. Tisdale seconded the motion. The motion carried.

For Distribution:

Original Signature on File:

Respectfully submitted by:

Debra A. Bourbeau, CPM, Secretary, AACPM

For Distribution:

Original Signature on File:

Respectfully submitted by:

Jeffrey A. Kramer, CPM, President AACPM