



# WISCONSIN SOCIETY OF CERTIFIED PUBLIC MANAGERS®

STANDARD OPERATING PROCEDURES MANUAL



## Introduction

**Purpose of Manual:** This Manual contains the Standard Operating Procedures (SOP) applicable to the operation of the Wisconsin Society of Certified Public Managers® (WSCPM) and its members, and is based on the manual of the American Academy of Certified Public Managers® (AACPM). It shall provide guidelines and procedures to carry out the Society's programs and operations. This is a dynamic document that should reflect changes and improvements in the organization. Its objectives are to be as complete as necessary to provide members with basic information to perform functions of the Society while allowing flexibility for change.

**Revisions:** It will be the responsibility of an SOP Committee, as established by the President on an as-needed basis, to maintain the Standard Operating Procedures Manual. This shall include all changes to the policies and procedures resulting from changes to the WSCPM Constitution and Bylaws.

It is the responsibility of WSCPM committee chairpersons to notify the Board in writing of recommended changes to committee procedures described in this manual. The ad-hoc SOP Committee will review proposed changes to ensure that they are consistent with the applicable Constitution and Bylaws and prepare proposed Standard Operating Procedures Manual updates for Board review and approval.

Revisions shall be adopted by a majority vote of the WSCPM Board.

**Distribution:** The WSCPM Board shall post updated versions of this Manual on the Society Web-site, and shall make printed copies available upon a written request to any member in good standing, provided that such member(s) reimburses the society for any associated printing cost.

**Procedures not addressed:** Any procedures not covered in this Manual should be determined in accordance with the latest edition of Robert's Rules of Order, Newly Revised.

## Change Log

Date	Change	Comments
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# 1 DEFINITIONS

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

- CPM: Certified Public Manager®
- WSCPM: Wisconsin Society of Certified Public Managers®
- AACPM, Academy: American Academy of Certified Public Managers®
- Society Year, Membership Year, Fiscal Year: a calendar year
- Board of Directors:
- The six (6) elected voting members of the Board: President, President-Elect, Past President, Secretary,
- Treasurer, one (1) Members-at-Large
- Two (2) non-voting members of the Society: ex-officio Historian, CPM Program Director
- Member: any person in any membership classification (Fellow, Associate, Honorary or Charter) in good standing in the Wisconsin Society of Certified Public Managers®. “In good standing” means all Society and Academy dues for the current year have been remitted.
- Officers: Society members serving on the Board of Directors
- Society: WSCPM is an organization composed of Certified Public Managers® and/or categories of members so designated by the Society
- Term of Service: members of the Board of Directors are elected to two-year terms which begin on January 1 of even numbered years, except that the President-Elect serves a total term of 6 years: two (2) years as President-Elect; two (2) years as President; and two (2) years as past President.

# 2 STATEMENT OF PURPOSE

The purpose of the Wisconsin Society of Certified Public Managers® is:



- To improve the quality of managers in the public sector through the promotion of comprehensive training, professional growth, and high ethical standards of behavior
- Provide service consistent with efficient and effective management practices
- Demonstrate vision and competence in professional management

### 3 VISION, MISSION & OBJECTIVES

**Vision:** The vision of WSCPM is to foster leadership and professionalism in public service.

**Mission:** The mission of WSCPM is to promote professionalism, excellence and quality principles in public management through:

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

**Objectives:** The objectives of WSCPM are:

- to promote quality, efficiency, effectiveness, and productivity in state, county, and local governments;
- to promote development of professionally trained public sector managers;
- to provide opportunities for professional growth through continuing education;
- to promote a standard of behavior that demonstrates a high level of ethical responsibility in the performance of public duties;
- to facilitate positive change which enhances public service;
- to associate with professional public managers on both a local and national level;
- to promote fellowship, communication, coordination and cooperation in public service;
- to provide expertise for conducting research and special problem investigations;
- to promote commitment to professional standards;
- to promote awareness of new developments in theory and practice;
- to support the Wisconsin Certified Public Managers Program.

### 4 CODE OF ETHICS

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



- Perform their professional duties with honesty and fairness.
- Contribute to the advancement of the dignity and integrity of the public management profession
- Respect the sensitivity and confidentiality of information obtained in the course of their professional activities;
- Uphold the rights of others in all of their personal and professional activities;
- Use neither their positions with the Society, Academy nor their public employment to secure privileges or advantages for themselves or others;
- Neither offer, give, nor accept any payment or gift to influence, or appear to influence, the judgment of public officials or the exercise of their public responsibilities;
- Seek to maintain the highest degree of professionalism
- Maintain and advance their knowledge of the public management field and contribute to the growth of the profession;
- Work to raise the standards of excellence of the profession and to facilitate professional development of all practitioners.

**Proposal of Revisions:** Changes or amendments to the Code of Ethics may be proposed in writing by any member in good standing, or by a committee formed by the Board of Directors for such purpose(s).

**Approval of Revisions:** The Code of Ethics may be amended by a majority vote of the membership at a duly called election of the Society in accordance with the provisions set forth in this manual.

## 5 BYLAWS AND RULES OF PROCEDURE

**Purpose:** The Wisconsin Society of Certified Public Managers® has Bylaws consistent with the Statement of Purpose. The latest version is dated May 20, 2016. (See: [www.wscpm.org](http://www.wscpm.org))

**Proposal of Amendments:** Any proposed amendments must be submitted to the Board of Directors, then be filed with the Society Secretary at least one month prior to the election at which the amendments are to be considered by the membership. The Secretary shall give at least 10 days' notice of the substance of proposed amendments to the Board of Directors and to all members in good standing.

**Approval of Amendments:** Any voting member may propose amendments to the Constitution and Bylaws. All proposed amendments would be submitted to the Board of Directors for study and recommendation. The Constitution and Bylaws may be amended by a two-thirds majority vote of the membership present at a duly noticed meeting. All proposed amendments must be presented in writing to those voting prior to the time of the meeting.



## 6 STRATEGIC PLAN

**Purpose:** The primary purpose of a strategic plan is to focus the organization's attention on things that must be accomplished to achieve its mission. It begins with high-level goals or highest priorities and leads to the formulation of long and short-range objectives. Objectives are tactical / operational in nature. The Society's Strategic Plan is designed to be the working document for the Board. It should include goals the WSCPM President wishes the Society achieve during her/his tenure, evolve to reflect priorities of each year's Board and be updated as goals and objectives are achieved or changed.

**Plan Development and Distribution:** The Society Board should update the Operational Plan of the Strategic Plan at the beginning of each President's term. The Strategic Plan should be reviewed and changed as appropriate at least biannually. Once the WSCPM Board has updated the plan it will be posted on the Society's Web-site.

**Components:** Components of a strategic plan can be developed in the following order to create objectives consistent with the Society's mission:

- Vision Statement: WSCPM's philosophy and destination
- Mission Statement: identifies WSCPM's broad purpose and answers: "Why does WSCPM exist?"
- Goals: high level goals or priorities formulated to attain the mission
- Objectives: progressive steps established to achieve WSCPM's goals; possibly including objectives accomplished the previous year, and tactical steps to be taken to achieve future objectives. Types of objectives include:
  - Short term: activities to be completed within the current fiscal year
  - Mid-term: activities requiring 1-3 years
  - Long term: activities requiring 3-5 years

**Annual Call for Issues:** Each year, the Society President will solicit input on issues from the membership. The Call for Issues will serve as both the initiation of new ideas and the "Evaluation and Feedback" phase for performance on existing issues. Using this process, the Society can remain current on issues of importance to members. A list of issues and strategies to address them should result from this process, and be updated in subsequent years. Input received will be compiled and reviewed in the context of the entire Strategic Plan, culminating in a report to the membership. This communication will provide important checks and balances in the overall process and should ensure that the annual Operational Plan is in line with the goals and directives spelled out in the Strategic Plan.

**Annual Review of Issues.** Annually, the Board of Directors will review the activities performed to satisfy strategic planning initiatives during the previous year. This will be done for accountability and will compare the previous year's projected activities to the activities that were actually completed. Previous accountings will be updated.





**Biennial Update of Strategic Plan.** Biennially, in even numbered years, the Board of Directors will review the strategic plan along with the annually solicited input in an attempt to focus on those issues presenting the most immediate concern to the Society and its members. Each new issue will be measured against existing issues, resulting in a prioritized listing which will represent the Society's most pressing issues and the Action Plan to address those issues. This prioritized list of recommendations will then become part of the biennial update of the Strategic Plan. The Board will review the recommendations along with related information to determine if the issues are currently adequately addressed within the WSCPM budget and Strategic Plan. These reviews may result in adjustment or introduction of goals and directives which define and guide the WSCPM for the upcoming year and years to come, as appropriate. The WSCPM Board will take into consideration current personnel and budget availability, as well as other uncontrollable outside factors affecting WSCPM, such as the status of volunteerism.

## 7 FINANCIAL POLICIES AND PROCEDURES

**Fiscal Year.** The Society fiscal year is established as a calendar year.

**Corporate Registration.** The Society was founded on June 5, 1993 and was registered as an official organization by the Wisconsin Secretary of State's Office in summer 1993 in the state of Wisconsin. The registration was renewed for a second 10-year period of time with the Wisconsin Secretary of State's Office on November 2, 2005. The renewal also included a descriptive listing of the Society's logo.

**Federal Identification Number.** The Federal Identification is **39-1773676**.

**Tax Status.** The Society is not tax-exempt under Section 501(c)(6) of the Internal Revenue Service Code.

**Bank Accounts.** All monies shall be deposited into federally insured accounts with financial institutions recommended by the Treasurer and approved by the Board of Directors. The Board shall decide upon an investment strategy for WSCPM funds and will empower the Treasurer to implement that strategy. Every two years, upon a change in the Society Board, it is the Treasurer's responsibility to secure new signature authorization cards from the bank. The signature cards are to be signed by the President and Treasurer.

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

**Financial Records.** The financial records of the Society are the responsibility of the Treasurer. The records are maintained on a cash basis in that revenue and expenses are recognized in the year in which they occur.

**Financial Reports.** The Treasurer will prepare a Statement of Activities (income and expense) and a Statement of Cash Flows. The financial statements are issued to the members of the Board at every regularly scheduled meeting.



**Budget Report.** The Treasurer, in consultation with Board members shall develop a proposed annual budget for each fiscal year, and shall prepare a written report for approval at the annual Board meeting.

**Audits.** A Finance Committee shall solicit and engage an independent financial auditor to review the books annually no later than March 31st of the following year. The audit report shall be presented to the Board for review and recommendations to address any exceptions shall be submitted.

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

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

## 7.1 PURCHASE AND CONTROL OF SOCIETY PROPERTY

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

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

**Agreement.** The agreement shall be executed by the WSCPM Treasurer, representing the bailor, and by the bailee. The agreement will specify at least the following:

- Description of Item
- Bailee name and physical location of Item
- Purpose of Bailment
- Term of possession
- Return provisions



**Inventory of Assets.** An inventory of all assets shall be conducted by the Treasurer annually prior to the final meeting of the Board of Directors, and shall be reported to the Board as part of the Treasurer's Report. Information on the location and condition of each asset shall be a part of the report. The Board shall determine the disposition of any asset(s) deemed impaired, obsolete, damaged, or otherwise unusable.

## 8 TRAVEL & EXPENSE REIMBURSEMENT

**Travel.** These guidelines apply to all Board members and any other person traveling on official Society business. In all cases, the traveler is responsible for obtaining an economical and efficient means of travel. All persons are to first seek travel assistance from their respective employers. Society members requiring reimbursement for travel (i.e., travel to and from Society meetings) shall seek prior written approval from the Board of Directors. The traveler is responsible for all travel arrangements and initial ticket purchases from personal resources.

**Transportation.** In determining the most efficient and economical means of travel, time and transportation costs should be considered. Generally, the following modes of transportation are considered the most cost efficient:

- a) Commercial air transportation at coach, business, super saver rates. Travelers will only be reimbursed for coach or super saver rates.
- b) Taxi or airport limousine service to/from hotel and other minimal vicinity travel.
- c) Rental cars for extensive vicinity society business travel or when limousine or taxi service is not practical.
- d) Private automobiles when both efficient and cost effective. The traveler will be reimbursed for approved mileage at a rate using the current General Services Administration (GSA) guidelines. The GSA Guidelines can be found at the following website:

[www.policyworks.gov/org/main/mt/homepage/mtt/perdiem/travel.shtml](http://www.policyworks.gov/org/main/mt/homepage/mtt/perdiem/travel.shtml)

**Meals.** The maximum meal allowance available to the traveler is reimbursed as specified in the current GSA Guidelines for the specific location. (See above link)

**Lodging.** Actual expenses for lodging are generally handled on a reimbursement basis; however, when deemed in the best interest of the traveler, the Society may pay for lodging directly. Amount paid per night shall not exceed the conference rate or the standard rate for a single room. Actual expenses for lodging shall be substantiated by paid receipts.

**Incidental Travel Expenses.** Incidental expenses for the purpose of conducting official Society Business while in travel status will be reimbursed when supported by paid receipts. Reimbursement for expenses without receipts will require a written justification and Society President approval.

**Conference or Convention Registration Fees.** Any person eligible for payment of conference or convention expenses shall have prior approval of the Board of Directors. When financially feasible, it is the policy of the Society to send its officers or other authorized person(s) to those conferences that are



of educational benefit and consistent with the Society's statement of purpose or which related directly to Society duties and responsibilities. Original paid receipts should be forwarded to the Society President for approval for payment.

**Other Reimbursable Expenses.** Reimbursement of expenses, such as postage, printing, copying, supplies, etc. requires justification of the expense and approval from the Society President.

**Reimbursement of Expenses.** Requests for reimbursements should be forwarded to the Society President with original paid receipts. The Society President will forward approved receipts to the Treasurer for payment.

## 9 RESPONSIBILITIES, AUTHORITIES OF THE OFFICERS & BOARD OF DIRECTORS

**Officers.** The officers of the Society shall be president, president-elect, secretary and treasurer. All officers of the Society shall be elected by a vote of the membership and must be members of the Society in good standing. All officers shall be Fellows in the Society.

**Board of Directors.** The Board of Directors shall consists of six (6) members including the President, President-elect, Secretary, Treasurer, Immediate Past President and one (1) At-Large society member. In addition, the Historian and Wisconsin CPM Program Director are Ex-Officio non-voting members of the Board. The President and President-elect of the Society shall serve a Chair and Vice-Chair of the Board of Directors, respectively.

**Powers and Functions.** The Board shall be responsible for making the Society and its activities useful to its members in their professional work. Between regularly called meetings of the membership, the Board of Directors may perform the functions that the membership itself might perform. Specific duties for each office are enumerated in Sections 9.1 through 9.7 of this manual.

**Meetings of the Board.** The Board of Directors shall hold at least two regular meetings per year. Special meetings may be held upon request of the Society President or upon written request of three Members of the Board, or a vote of the membership.

**Voting and Quorum.** Each Director, except the Ex-Officio members, shall have one vote. A quorum shall consist of four (4) Directors of the Board, one of whom must be the President or President-Elect. When a quorum is present, a majority of the Board at the meeting shall prevail on all issues. In the situation where one person is concurrently serving as the Secretary and Treasurer of the Board, that person would have only one vote on items of consideration before the Board.

**Term of Office.** Each member of the Board of Directors, except the Historian and the CPM Program Director, shall be elected for a two-year term. The Historian position is filled by appointment by the



Society President. New and returning officers shall take office on January 1st following the fall annual meeting when the election was held.

**Vacancies.** If any office becomes vacant during the term of office for any reason, the office may be filled by a majority vote of the Board of Directors. The appointed office shall serve the remaining term of that office until the next regularly scheduled election for that office.

**Appointment of an officer.** All members shall be elected at-large by vote of the Society membership from a slate of nominees presented by the Election Committee. Election of Officer positions shall be conducted by the Annual Meeting held in the fall of the odd numbered year.

**Eligibility.** Candidate must be a member in good standing with the Society. Service in an office for an unexpired term does not make that officer ineligible for nomination or election to any office.

**Removal of an officer.** If a Board member is adjudged to have engaged in unethical or illegal conduct in public service, his or her membership is automatically terminated. A Board Member may be removed from office by a majority vote of the Board. Unexcused absence from three consecutive duly called meetings of the Board shall constitute forfeiture of office. An officer may be discharged for misconduct or neglect of duty in office. The procedure for determining removal of an officer is as follows:

- a) A charge of improper conduct or neglect of duty is made;
- b) A confidential investigation is made by the Board of Directors of all allegations against the officer;
- c) If the Board of Directors finds substance to the allegations; a resolution is prepared preferring specific charges. In the event the Board of Directors finds no validity to the allegations, a resolution is likewise prepared exonerating the member;
- d) The Board of Directors 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;
- e) The Board of Directors shall decide, by majority vote, upon both the question of guilt and the penalty to be imposed;
- f) The decision of the Board of Directors shall be final.

## 9.1 DUTIES & RESPONSIBILITIES OF THE PRESIDENT

The President shall be the chief executive officer of the Society and shall be responsible for the management of its operation. The President shall supervise the administration of the Society, including the implementation of policies adopted by the Board of Directors and the committees of the Society. The President shall preside at the meetings of the Society and the Board of Directors. The President is further responsible for working with the President-Elect in appointing committees, and monitoring and directing Society activities to ensure objectives are being met. More specifically, these duties shall include, but are not limited to:

- a) Be the chief executive officer of the Society.
- b) Be responsible for the administration of all the affairs of the Society.



- c) Be chairperson of the Board of Directors.
- d) Have the authority to call regular and special meetings of the Society.
- e) Preside over all meetings of the Society.
- f) Preserve order and enforce the Constitution and By-laws.
- g) Appoint committee chairs for all committees if prescribed by the Constitution and By-laws.
- h) Perform such other duties as customarily pertain to the office of president.
- i) Authorize Treasurer to disburse funds under Board guidelines in accordance with the approved budget. The President shall be an authorized signatory for Society checks.
- j) Determine the location of the Board meetings, with majority approval of the Board.
- k) Coordinate E-mail activities of issues and motions including bringing an issue forward, accepting motions/seconds, summarizing discussion, conducting the vote and delegating any subsequent tasks.
- l) Deliver to the incoming President, all files, papers and other property belonging to the Society immediately upon retiring from office.

## 9.2 DUTIES & RESPONSIBILITIES OF THE PRESIDENT-ELECT

The President-Elect shall chair the the Bylaws & Ethics Committee; and perform other duties as directed by the President. More specifically, these duties shall include, but are not limited to:

- a. Perform such duties as the president may delegate or the Society may prescribe.
- b. Perform the duties of the president in the absence of the president.
- c. Assume the office of president, with all its privileges and responsibilities, until the office is otherwise filled should the president vacate that office for any reason.
- d. Be the Society parliamentarian.
- e. Deliver to the incoming President-Elect all files, papers and any society property immediately upon retiring from office.
- f. Present outgoing President with the President's Plaque at his last fall meeting.

## 9.3 DUTIES & RESPONSIBILITIES OF THE SECRETARY

The duties of the Secretary shall include, but are not limited to:

- a. Keep and distribute the minutes of all meetings of the Society;
- b. Be the custodian of records (hard copy and electronic copy) of the Society;
- c. Maintain accurate and timely rosters of the members of the Society in hard copy and electronic copy format and of any standing or appointed committees;
- d. Provide timely notification to each applicant of his or her membership status;
- e. File all correspondence received and forward copies to the President;
- f. Update mailing list in hard copy and electronic copy format to keep it accurate and current;
- g. Write and send notes of thanks to seminar presenters, etc.;



- h. Send bills to the Treasurer for expenses of photocopies, postage, envelopes, stationary, and other supplies necessary for the Secretary to conduct his/her duties.
- i. Maintain and update the official Bylaws, Constitution and Standard Operating Procedures; distribute as directed by the Board of the Society; Add to Bylaws
- j. Perform other duties as prescribed by the president of the Society or the Board of Directors;
- k. Deliver all records to his or her successor promptly upon completion of a term, or removal from office; and
- l. Send out invoices for dues no later than December 1<sup>st</sup> of each calendar year.

## 9.4 DUTIES & RESPONSIBILITIES OF THE TREASURER

The Treasurer shall assume responsibility for the financial affairs of the Society and act as Chief Financial Officer. As such, the Treasurer shall make recommendations concerning the Society's financial affairs to the President; and perform other duties as directed by the President. More specifically, these duties shall include, but are not limited to:

- a. Collect, receive and have custody of all funds received by the Society;
- b. Place these funds in a financial institution as directed by the Board of Directors;
- c. Create and maintain an operating account of membership funds for the Society, including receipt and prompt processing of all applications for Society membership.
- d. Prepare and present to the Board of Directors a draft budget for the upcoming calendar year prior to the annual meeting;
- e. Make the financial records available for review upon direction of the President or the Board of Directors;
- f. Deliver an annual financial statement to the President and Board of Directors at the fall annual meeting;
- g. Coordinate the ordering and preparation of the President's Plaque, which is presented to the outgoing President by the President -Elect at the President's last fall meeting;
- h. Dispense voucher forms to the membership of the organization as needed;
- i. Receive signed vouchers from the President, prepare check(s) and distribute money to members of the Society to reimburse their expenses. (Monies may not be released until approved by the President or the Board of Directors;
- j. Prepare financial reports upon request of the Board of Directors;
- k. Deliver the records and remaining funds to the next successor promptly upon completion of the term of office or upon removal from office; and.
- l. Fill all Society state and federal forms as necessary.

## 9.5 DUTIES & RESPONSIBILITIES OF THE HISTORIAN

The Historian shall be appointed by the Society President and serves an ex-officio non-voting Member of the Board of Directors. More specifically these duties and responsibilities shall include but are not limited to:





- a. Assemble and retain documents, photographs, brochures and other items of historical significance to the Society;
- b. Serve as the custodian of historical archives of the Society;
- c. Prepare, maintain and update the Society's History Book(s);
- d. Deliver all historical archives of the Society to his or her successor promptly upon completion of a term of office, or upon removal from office; and
- e. Track and update the milestone report for the Society.

## 9.6 DUTIES & RESPONSIBILITIES OF THE MEMBERS AT-LARGE

The Members-at-Large shall perform duties as assigned by the President with concurrence of the majority of the Board. More specifically these duties and responsibilities outlined below shall include but are not limited to:

- a. Chair the Society's Financial and/or the communication Committees;
- b. Work with the Society Treasurer on budget and finance related issues; and
- c. Have a financial review of the Society's financial records conducted on a regular basis.
- d. Present annual audit report to the Board no later than March 31<sup>st</sup> of the following year.
- e. Oversee the Society's communication related efforts, including the production and distribution of the Society's official publications;
- f. Serve as editor for the Society Newsletter and Society Brochure;
- g. Coordinate and meet the printing needs of the Society; and
- h. Maintain and update the Society website

## 9.7 DUTIES & RESPONSIBILITIES OF THE IMMEDIATE PAST-PRESIDENT

The Immediate Past-President shall be a member of the Board of Directors, and shall serve in an advisory role as well. In addition, the Immediate Past-President shall perform other duties as directed by the President. More specifically, these duties shall include, but are not limited to:

- a. Compilation of the Annual Report for the year in which they were President; and
- b. Act as chair of the Past-President's Committee if the President calls committee into duty.
- c. Provide guidance and advice to the President and Board members as requested.
- d. Chair Bylaws and Ethics Committee.

## 10 RESPONSIBILITIES, AUTHORITIES OF COMMITTEES

**Committees.** The Society shall have standing and special committees as provided by the constitution and bylaws.

The president shall appoint such committee chairs as necessary to advance the purposes of the Society unless the chair position is stipulated by the Constitution and By-laws.





**Standing Committees.** The standing committees of the Society shall be: Election, Bylaws and Ethics Committee, Membership, Program, Finance, and Communication.

**Election Committee.** The President is the Chairperson of the Committee. The committee shall:

- a) Accept nominations from any voting member for elective offices
- b) Be responsible for conducting elections, including preparation and distribution of Ballots
- c) Provide professional profiles of all nominees to be shown on the ballot
- d) Be responsible for conducting other voting in person or by mail

**Bylaws and Ethics Committee.** The Past President is the Chairperson of the Committee. The committee shall:

- a) Review and submit for approval changes to the Society's Bylaws
- b) Be responsible for reviewing member's conduct which is unbecoming of the standards of the Society
- c) Provide recommendation for action to be taken
- d) Be responsible for verification that the implementation of decisions has taken place.

**Membership Committee.** The Secretary is the Chairperson of the Committee. The committee shall:

- a) Actively solicit prospective members;
- b) Review membership applications and recommend action to the Board of Directors
- c) Be responsive for monitoring the qualifications of members to maintain active status
- d) Develop and maintain orientation and promotional materials for new and Prospective members.
- e) Develop a membership directory.

**Program Committee.** The President-elect is the Chairperson of the Committee. The committee shall:

- a) Develop programs for general membership meetings and recommend them to the Board of Directors
- b) Coordinate material and logistical support for meeting sites
- c) Arrange for appropriate speakers
- d) Provide audio/visual aids for general meetings

**Finance Committee.** The Chairperson of this Committee shall be the person so designated by the president. The committee shall:

- a) Assist the treasurer in collecting membership fees and raising funds for special programs and events
- b) Prepare information to justify expenditures of Society funds
- c) Prepare an annual report of the Society's financial standing for review by the Board of Directors at annual fall meeting
- d) Conduct any special reviews as directed by the Board
- e) Establish the process for fiscal operations for Board approval



**Communication Committee.** The Communication At-large Board Member is the Chairperson of the Committee. The committee shall:

- a) Oversee and coordinate the Society’s communication activities
- b) Prepare, edit and distribute the Society’s Newsletter
- c) Prepare, edit and distribute the Society’s Brochure
- d) Coordinate and meet the printing needs of the Society
- e) Serve as the Society’s liaison and contact person with the AACPM At-Large Board Member for Conferences and Communication
- f) Maintain and update the Society website

Special Committees shall be established as required to meet the needs of the Society.

## 11 DUTIES & RESPONSIBILITIES OF THE ELECTIONS COMMITTEE

**Purpose.** This is an empowered committee selected biannually by the Board of Directors to conduct Society nominations and elections. The committee shall be composed of three Society Members who are not members of the Board of Directors.

**Committee Chairperson.** The committee Chair is the Society President.

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

### NOMINATIONS

4 months prior	Committee Chairperson provides editor of Society newsletter and elections committee members with nomination form, guidelines, duties & responsibilities of each office, and nomination submission deadline.
2 months prior	Committee Chairperson receives completed nomination forms to elections
2 months prior	Committee reviews and compiles nominations. Committee may solicit additional nominations in an effort to have at least one (1) more candidate than positions open. Committee ensures that all nominees agree to serve and are members in good standing.

### BALLOTS

6 weeks prior	Committee formulates official ballot that shall include the candidate’s biography up to ½ page in length. Actual deadline for proxy voting to be printed on ballot forms.
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6 weeks prior	Committee Chairperson distributes an official ballot to each member in good standing.
1 day prior	Committee Chairperson receives completed proxy official ballots by 5:00 p.m. CST one day prior to the convening of the Annual Meeting at which the elections are to occur. Nominations are accepted from the floor; however, floor nominations cannot be included in votes cast by mail proxy. Mail proxy ballots shall not be revised to reflect floor nominations.

### **Biannual Election Meeting**

1. Ballots are cast by each certified member at the time called for by the President of the Society.
2. Committee members collect and count ballots. The number of candidates equal to the number of openings on the Board receiving the highest number of votes will be declared winners.
3. The Society President announces election results. The Secretary shall retain all ballots for two year and destroy them at the conclusion of the next election.

**Criteria for nomination.** Any member of the Society may nominate a member of the Society for office. Self-nominations are acceptable.

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

1. Nomination forms must be complete before acceptance by Nominations Committee.
2. In addition to the submission deadline, the name, mailing address, telephone and FAX numbers of the Chair (who is the recipient of completed nominations) shall be included on the nomination form. This information shall also be published in the Society newsletter.
3. Nominations must be received by the date specified on the nomination form to be included on the official ballot.
4. The Elections Committee may solicit nominations for Board members if fewer candidates than the number of positions open are submitted.
5. One vote per member. Members may submit ballots in person, fax, email or by US mail.
6. The number of candidates equal to the number of openings on the Board receiving the highest number of votes will be declared the winners.

### **Nomination form requirements.**

1. Instructions for completing and submitting the nomination form.
2. Nominee's name, address, telephone, email address, and FAX number.
3. Nominator's name, address, telephone, email address, and FAX number.
4. One-half page biography in which nominee outlines those skills or experience that they believe best prepares them to serve on the Board of Directors.

**Election ballot attachments.** Besides the actual ballot itself, a brief biography (approximately 1/2 page) of each candidate shall be included.



## 11.1 TIES AND RESPONSIBILITIES OF THE BYLAWS AND ETHICS COMMITTEE

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

**Committee members.** The committee shall consist of at least three (3) members approved by the Board. Each member shall serve a one-year term.

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

**Bylaws Proposals.** The committee shall receive all suggested bylaws revisions as proposed by any legitimate source: Board of Directors, Committee recommendations, general membership, etc. The committee will review all suggestions for their effect on the Society and present their recommendations to the Board of Directors by the deadline specified by the Board.

**Investigations.** The committee shall receive all allegations of misconduct or neglect of duty brought against an officer. A confidential investigation of the charges brought forth will proceed with due diligence as outlined in SOP 9.0. The Committee should consult with the current President (or President-Elect, if the President is the accused) if funding is needed to carry out the investigation.

## 11.2 DUTIES AND RESPONSIBILITIES OF THE FINANCE COMMITTEE

**Purpose.** This committee shall prepare the Society's annual audit for review at the annual meeting of the Society.

**Committee members.** The committee shall consist of the Finance At-Large Board Member, the Treasurer, and one or more members appointed by the President and approved by the Board.

**Committee chair.** The Finance At-Large Board Member shall chair the committee.

**Annual Audit.** This committee shall be responsible for the completion of an annual audit no later than March 31<sup>st</sup> of the following year. Auditor will present the audit findings and recommendations to this committee, who will then report to the Society Board. Presentation of the audit report, and any remedial proposals in response to the findings and recommendations, will be a part of this committee's report to the Board.

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



## 11.3 DUTIES AND RESPONSIBILITIES OF THE COMMUNICATIONS COMMITTEE

**Purpose.** This committee is responsible for providing the, publication of the Society newsletter; developing and maintaining the Society website; providing publicity items related to the Society; and reviewing/preparing other Society publications such as the membership brochure.

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

**Committee chair.** The committee Chair shall be the Communications At-Large Board Member.

**Sub-Committees.** Sub-committees may be formed by the Chair, as approved by the Board of Directors, to deliver the different components of the committee's responsibilities.

**Prior Approval.** Each publication must be reviewed and approved by the Board's designee prior to its distribution to the membership.

### NEWSLETTER

Suggested newsletter publishing dates and contents. The newsletter is the primary method of communication with the Society's membership, and as such is one of the most important services provided to the members. The newsletter shall be published at least quarterly. Possible topics for the newsletter editions are as follows:

Items to Include in Every Issue:

- President's message
- Board Member Directory
- Upcoming Meeting Schedule

Items to include according to appropriate schedule:

- Call for Scholarship applicants (include form)
- Call for Award nominations (include forms)
- Call for Board of Directors nominations (include form)
- Announcement of the upcoming WSCPM Conference (as applicable)
- Announce Award winners
- Announce Scholarship winners
- Announce Election Winners

**Other topics.** Additional topics may include articles of interest, special events, a message from the President-Elect, information from the Wisconsin CPM Program Director and Program Policy Board, highlights of recent conference, special recognition of an individual, group, or project, etc.



**Newsletter distribution.** The newsletters shall be posted on the Society Web-site and delivered by email to members in good standing.

**Website.** Suggested web site content. The web site provides a second communication medium with the Society members, and should be regularly maintained and updated so as to keep the information on the site accurate and current. Possible topics for the web site are as follows:

- On-line membership application
- Board Member Roster
- Previous newsletters
- Society History, Vision, Mission, Philosophy, etc.
- Benefits of Membership
- Calendar of Events
- Links to the AACPM, Wisconsin CPM Program and National CPM Consortium
- Membership List
- Photos of past events
- Other information as approved by the Board

## 11.4 DUTIES AND RESPONSIBILITIES OF THE MEMBERSHIP COMMITTEE

**Purpose.** This committee shall oversee the Society membership recruitment and retention efforts and shall identify, develop and obtain benefits for Society members.

**Committee chair.** The committee Chair shall be the Secretary.

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

**MEMBERSHIP:** Membership recruitment/retention. The committee shall develop and implement membership recruitment and retention strategies to maintain a healthy membership base for the Society. Specific activities should include, but not be limited to:

- a. Actively solicit prospective members.
- b. Review membership applications and recommend action on each application to the Board of Directors.
- c. Be responsive for monitoring the qualifications of members to maintain active status.
- d. Develop and maintain orientation and promotional materials for new and prospective members.
- e. Develop and maintain a membership directory.

**MEMBER BENEFITS:** The committee shall endeavor to identify, locate, develop and acquire benefits to extend to members of the WSCPM. Benefits may include free or reduced cost products or services, and



should provide mutual benefit to members and the benefit provider. Particular emphasis should be placed on benefits that are not readily available through other organizations, and on locally oriented items that will result in higher levels of participation or usage.

## 11.5 DUTIES AND RESPONSIBILITIES OF THE PROGRAM COMMITTEE

**Purpose.** This committee is responsible for planning and executing the regular Society business meetings/luncheons. The committee will be responsible for the following (this list is not to be considered as all inclusive):

1. Develop programs for general membership meetings and recommend them to the Board of Directors.
2. Coordinate material and logistical support for meeting sites.
3. Arrange for appropriate speakers.
4. Provide audio/visual aids for general meetings.

**Committee Members.** The committee shall consist of the President Elect and one or more members appointed by the President Elect and approved by the Board of Directors.

**Committee Chair.** The committee chair shall be the President-Elect.

**Sub-Committees.** Sub-committees may be formed by the Chair, as approved by the Board of Directors, to deliver the different components of the committee's responsibilities.

## 12 SOCIETY MEETINGS

**Purpose.** Meetings shall be held for the purpose of receiving committee reports and transacting other business as may properly come before such meetings. Special meetings may be called at the discretion of the President. The President shall preside over these meetings.

**Number.** An annual meeting shall be held in the fall of each year at a time and place to be designated by the Board of Directors of the Society.

**Notice.** All members shall be notified of the date and location of each meeting at least ten days prior to meetings other than the annual meeting. Notification of the annual meeting shall be at least six weeks prior to the meeting.

**Voting.** Each Society member shall have one vote to cast for each office of the Society. Each voting member shall have one vote on matters brought before the membership. "Majority" shall mean simple majority in voting actions unless the Constitution and By-laws of the Society specify otherwise.



**Quorum.** A quorum shall consist of four (4) Board of Directors, one whom must be the President or President-elect. When a quorum is present, a majority of the Board at the meeting shall prevail on all issues.

**Rules.** Meetings shall be conducted under the rules contained in Roberts Rules of Order, Newly Revised, except where the rules are in conflict with the Constitution and By-laws, the Constitution and By-laws shall govern.

## 13 ANNUAL REPORT

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

**Report Preparation.** The President is responsible for preparation of the annual report. The Immediate Past-President shall assist with preparation of the annual report for the year during which they were President.

**Components.** The following topics are recommended for inclusion:

- A. A listing of the Society's current Board members
- B. Chairpersons and members of all standing and ad hoc Society committees
- C. Highlights and accomplishments of the prior year
- D. Challenges faced during the prior year
- E. Goals for the upcoming year
- F. Year end *WSCPM* membership roster

**Submittal.** The annual report shall be submitted to the *WSCPM* Board of Directors no later than March 1<sup>st</sup> each year. Upon approval by the Board, the Society President shall transmit the report to the Secretary of the American Academy by no later than April 1<sup>st</sup> of the year.

## 14 MEMBERSHIP INFORMATION

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

**Data Collection.** The Secretary will maintain the membership database. The Secretary shall coordinate with the Board members to ensure the correct roster is used for Society activities and mailings.

**Required Data.** For consistency of data, the database shall, at a minimum, include the following fields:





- Name (Last, First, Middle)
- Preferred Contact Address
- City, State, Zip
- Preferred Contact Phone (include area code and extension)
- FAX Number (include area code)
- Email address
- Member Classification (CPM, Associate, Honorary, Ex-Officio)
- Date Dues Paid
- Certification Date (Year CPM attained)
- Work Title (optional)
- Department/Agency (optional)
- Home Phone (optional)

**Membership Directory.** From the information maintained in the database, an annual Membership Directory shall be distributed to each member of the Board of Directors. Contact information to be determined ...Name Agency Email

**Confidentiality.** The information contained in the Society database shall remain confidential and will be used strictly for Society business.

## 15 MEMBERSHIP DUES

**Dues.** The Society is authorized to assess membership dues and delinquent fees. The amount of each is determined by the Board of Directors, and may be adjusted in accordance with the provisions of the Society Bylaws. Timely receipt of dues is essential to financial planning and to ensure communication with all current Society members.

**Membership Dues.** Annual dues for certified members are due and payable to the Society Treasurer prior to January 31<sup>st</sup> of the calendar year those dues are securing. Honorary members do not pay dues.

**Maintaining Records.** The Treasurer is responsible for maintaining accurate records of paid members and shall ensure that such members are included in the WSCPM records.

## 16 ENDORSEMENTS AND PROMOTIONS DISCLAIMER OF ENDORSEMENTS



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

- a. Shall not further an agenda outside the scope of the WSCPM interests and responsibilities
- b. Shall not further a philosophical or ideological stance in conflict with WSCPM principles
- c. Shall not further the goals of select WSCPM members

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

- a. Publications (includes newsletters; brochures; or other printed and audio/visual material associated with the WSCPM).
- b. Conferences (includes presentations; exhibits; sponsors; or other audio/visual materials distributed at any conference)
- c. Inappropriate or unauthorized use of the Society name or logo.

**Approval of Materials.**

1. Any issues of endorsement, promotion or other support or association with the Society not covered above will be considered on a case-by-case basis within the guidelines of this policy.
2. When necessary and appropriate, the WSCPM Board of Directors shall provide interpretation of this policy
3. WSCPM reserves the right to decline endorsement, promotion or other affiliation with any material, individual or group that does not meet the Society's best interests
4. No individual members representing the Society shall have the authority to endorse or recommend any product or service in the name of the association.

## 17 MEMBERSHIP

**Benefits.** Membership within the Society provides:

- Membership in the American Academy of Certified Public Managers®;
- Networking and association with other professional managers;
- Opportunities to contribute to professional public management projects;
- Career development through continuing education;
- Recognition of commitment to professional standards; and
- Awareness of new developments in theory and practice.

**Member classification.** As established by the Board of Directors, members in the Society shall be classified as one of the following: (Pull from constitution & bylaws



**CERTIFIED MEMBER** - an individual who has completed a program accredited by the National Certified Public Manager® Program Consortium and designated as a Certified Public Manager®

**ASSOCIATE MEMBER** - Any person currently enrolled in the Wisconsin Certified Public Manager® Program and who has completed 75 hours of the certification Program.

**HONORARY MEMBER** - Any person nominated by a voting member and affirmed by a Vote of two-thirds of the voting members present at any duly called meeting may become an honorary member of the Society.

**CHARTER MEMBER** - Any person who was interested in the purpose, the objectives and the charter activities of the Society and who was eligible for Certified or Honorary Membership, and joined the Society by October 1, 1993.

**RETIREE MEMBER-**

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

- To pay annual dues.
- Use the designation “Member of the Wisconsin Society of Certified Public Managers®” (CPM).
- Attend Society meetings and speak to any issues before the Society.
- If a Certified Member, is eligible to seek and hold elective office, and to vote on issues before the membership.
- Shall follow professional and ethical principles at all times in conducting Society business.
- Demonstrate active support in the Society by attending meetings, volunteering for committees, and promoting the professional nature of the Society.

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

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

- a. Default in the payment of dues or other monetary obligation to the Society; or
- b. Misconduct or neglect of duty in office

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

- a. Personal conduct or fitness such as to make further affiliation with the Society undesirable, or
- b. Misconduct, engaging in unethical conduct in public service or neglect of duty in office.

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

- a. A confidential investigation has been made by the Ethics Committee (referred to as the Committee) formed for said purpose of all allegations made against a member;



- b. The Committee finds substance to the allegations and prepares a resolution proffering specific charges. In the event the Committee finds no validity to the allegations, resolution shall be prepared exonerating the member;
- c. The Committee provides written notification to the accused of all charges and provides for the presentment of the resolution of charges and rebuttal by the accused before a closed meeting of the Society's Board of Directors;
- d. The Board of Directors shall decide, by majority vote, upon both the question of guilt and the penalty to be imposed; and,
- e. The decision of the Board of Directors shall be final.

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

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

## 18 PUBLICATIONS AND PRINTING

**Stationery.** With each new order of letterhead, paper quality, colors, type style and format of the previous order should be repeated. The Board shall approve any deviation from previous specifications.

**Letterhead.** Format to be used shall be:

- At least 20 lb. White paper preferably recycled.
- Ink shall be dark red.
- Place WSCPM logo .5" from top and .65" from left edge of paper.
- Center Society name (16 pt.) To right of logo and place society web address directly below Society name (centered).
- Center footer .5 inches from bottom edge of paper (10 pt Font) and print official logo immediately to the right, in dark teal ink. On the following line, centered, print Academy web address.
- List of the Board of Directors along with their title, address, phone, fax and email address shall be printed in black ink along left-hand side of page in black ink.

**Envelopes.** Format to be used shall be:

- White paper preferably recycled.



- Ink shall be dark red.
- Place WSCPM logo at top left corner.
- Center Society name and mailing address directly under logo (9 pt. Font).

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

**Distribution.** The Secretary shall dispense Society stationery to Board members and others as needed. The Communications Director shall email electronic version of the newsletter to each board member. Use of the electronic version is encouraged.

**Brochures.** These tri-folded pamphlets shall be prepared and distributed to Society members and other interested parties for the purpose of endorsement and promotion of the Society. The Communications Committee is responsible for preparation and printing of this document. With each print order, paper quality, colors, type style and format of the previous order should be repeated. The Board shall approve any deviation from previous specifications.

**Format/Text.** Specifications are as follows:

- Use 8 1/2" by 11" Gray parchment paper of heavy bond, preferably recycled.
- Ink used shall be dark red and black.
- Print in landscape format. Prepare text in panels/columns (three per page) to allow for a tri-fold document.

**Printing.**

- Print a sufficient number of copies based on previous orders and anticipated needs.
- Person responsible for purchasing item should seek lowest cost available and present to the Board for approval of purchase.

**Distribution.**

- All brochures shall be shipped to the WSCPM Secretary.
- The Secretary shall send brochures to each new member and to others upon request.

**Trademark/Logo**

“Certified Public Manager” is a registered trademark. Any time Certified Public Manager is used, in print, it shall contain the registered trademark symbol ®. The official logo of the Society is as follows and no variation is permitted.



## 19 MAINTENANCE OF RECORDS AND ARCHIVES

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

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

- Approved Annual Budgets, all years
- Articles of Incorporation
- Standard Operating Procedure Manual
- Bylaws & Rules of Procedure, all Iterations
- History
- IRS I.D. Number
- Logo
- Mission Statement, all Iterations
- News Articles
- Strategic Plan, all updates
- Year-end Financial Reports including audits for all years
- Minutes, all meetings

**Year-Specific Files.** These files correspond to particular years of Society activity and have a limited utility beyond a certain number of years. It is recommended that these be retained for no more than five (5) years. Documents should be shredded at the end of their retention period. These may include Correspondence, Committee Appointments, current

Committee Reports, current, Financial Records including Bank Statements, Newsletters, or Society Officers Roster.

## 20 AWARDS

The Society presents the following Awards:

- MANAGER OF THE YEAR AWARD
- PAST PRESIDENTS AWARD

### 20.1 MANAGER OF THE YEAR AWARD

**Description.** This award is given annually to the Society Member who most exemplifies the philosophy of being a Certified Public Manager®, and who has made significant contributions to the Society and Academy.



**Award.** The award is an appropriate item of recognition as determined by the President: The Award should include the following:

- The Society logo as an emblem
- The general descriptive wording:
- Wisconsin Society of Certified Public Managers®

## 20.2 PAST PRESIDENTS AWARD

**Description.** This award is given biennially to a President in recognition of their service to the Society and the Board.

**Award.** The award is an appropriate item of recognition as determined by the President-Elect serving during the term of the President to be recognized with approval of the Board: The Award should include the following:

- The Society logo as an emblem
- The general descriptive wording:
- Wisconsin Society of Certified Public Managers®

## 21 APPENDIX: FORMS

- ANNUAL MEMBERSHIP APPLICATION FORM
- WISCONSIN SOCIETY OF CERTIFIED PUBLIC MANAGERS® VOUCHER