

# GUIDEBOOK

**Chapter Leadership  
Training**

# Council Leader Guide



**NMA...THE Leadership Development  
Organization**

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COUNCIL LEADERSHIP TRAINING

# *COUNCIL LEADER GUIDE*

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*COUNCIL LEADER GUIDE*

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**Part 1**



# Introduction

## *To the New President*

**C**ongratulations on having been elected Council President. You have a right to feel proud of your accomplishment. You have been selected by your peers to guide your NMA council during the coming months and they are looking to you for guidance and direction. This guide has been prepared to assist you in those efforts.

Your first question might very well be, "What is expected of me?" That answer is most readily apparent when you consider a second question, "What is the role of the NMA council?"

NMA councils are geographic "collections" of chapters which join together to strengthen their individual operations. A council is designed to be an extension of our individual chapters through which local chapters band together to share experiences, provide officer training, network among their NMA colleagues, and serve as a planning and organization center for the area. The NMA Council Brochure sums it all up succinctly: *"Development through interchange and growth through cooperation."*

Now that we've taken a brief look at what the councils are, we can examine your role and see where you fit in as council president. Let's begin by drawing upon your own experiences as a chapter leader. If you have served as a chapter president, then you are already familiar with organizational development, goal setting, reporting procedures, and relationships with NMA headquarters. Drawing upon those skills will help you get off to a running start. The functions of planning, organizing, motivating, and controlling are not that different in a council.

"But wait," you are probably saying to yourself. "If accepting the council presidency is a step up from being chapter president, where do the differences begin?" We'll get to that in a minute.

It's important to take time to review the Council Constitution and Bylaws. We suggest that you locate those for your particular council. However, an NMA Model Constitution and By-Laws for a Council is included in this guide. Each council has unique characteristics built into its constitution — your first assignment is to be familiar with yours.

In either case, what does it say about purposes and objectives? That answer will provide the first clue to understanding your role and the nature of council programming. If you have previously been involved in the council, how do you feel about past programming/meetings?

Has the council met its stated purposes and has it provided something to member chapters that would encourage them to maintain their involvement? Has it been easy to keep attendance at meetings high? If not, then perhaps it's time for a change of direction. That's where your peers are looking to you for leadership. It also brings us to the difference between being a chapter president and a council president.

Some councils meet every month while others meet quarterly. Your constitution should state the frequency of meetings. It's safe to say that the more you get together, the greater the possibility of providing real service and benefit to your member chapters. But, regardless of the number of meetings, the type of council meeting you hold is critical to your success.

If you envision a council meeting as being a carbon copy of a chapter meeting, i.e., a speaker, meal, and social time, then you could be headed for disaster. True, there are certain similarities. Socializing provides an opportunity for networking and everyone enjoys dining together. But, that's where the similarities end. An NMA chapter's prime responsibility is to provide personal and professional development opportunities for its members. An NMA council's chief function is to provide the tools that enable chapter leaders to provide those opportunities to their members.

In short, a council meeting might be best compared to a mini NMA Leadership Development Conference. Certainly, council meetings should be an extension of the clinics, workshops, and seminars presented at a LDC. A one-day council meeting or an evening session cannot possibly duplicate all areas of chapter operations, but a structured series of meetings can provide the necessary tools for quality chapter leadership development. The advantage of council training is the ability of one meeting to zero-in on one particular phase of chapter operation.

Before we get ahead of ourselves, let's take a look at your responsibilities as council president.

# Getting Started

**A**s soon as possible following the election, you and the other elected officers need to discuss the coming year. What do you want to accomplish? Do your member chapters have special needs? Maybe you would like to increase the number of chapters participating in council activities. Would a survey of your member chapters give you a better insight into the type of program that needs to be offered? What materials and other assistance can NMA provide? Once you and your officers have answered these and other questions, you will have a feel for the type of organizational structure you need.

## *Organization*

While the committee structure of the council may have some similarity to the chapter committee structure, the function of the committee may be quite different. Let's define some specific committees and see how they might function at the council level. This will not be an attempt to define all of each committee's functions. It will, however, give you a good idea of each committee's responsibility.

## *Council Program Committee*

A plan for periodic meetings, attended by representatives from member chapters, is a must. It is recommended that these meetings occur on a monthly basis. However, some councils are effective meeting less often.

A typical council meeting might include:

- Dinner and social time
- Short business meeting
- Report from each chapter on its activities
- Structured exchange of information among chapters
- Workshop or presentation to contribute to the individual chapter operation
- Spotlight presentation from a professional speaker or executive

## *Seminars (One Day)*

The combined membership of the chapters provides a forum for expanded seminar activities. Often held on a Saturday in the spring or fall, attendance at such seminars can be restricted to chapter membership or open to the public. Seminars of this type are valuable as a community service and offer an opportunity for the council to improve its financial status and for local chapters to receive visibility. Additionally, the process of planning and conducting the seminars is a valuable learning experience. Speakers at the seminars are drawn from experts in their fields or those especially well-qualified to speak on issues of local interest.

## *Workshops*

Workshops to provide a better understanding of some of the special skills needed by chapter leaders can best be conducted at the council level. In addition, to the networking or exchange of information among people from different chapters, the size of the group will be more conducive to learning than those groups represented by individual chapter participation. The council makes special workshops available to assist chapters when their affiliated chapters may not be able to attend the NMA Leadership Development Conference. Some workshop areas to be considered for inclusion in such activities would be:

- Presidents/Vice Presidents
- Member Relations
- Recognition & Awards
- Secretaries
- Professional Development
- Treasurers
- Program & Meetings
- New Chapter Development
- Community Services
- Public Relations

There are undoubtedly other concerns that can be addressed at a council meeting. An understanding of local chapter needs by council leaders will play a big role in determining the workshops most appropriate. NMA is always ready to assist when needed with leader and participant guides for many of the suggested topics. Copies are available for download on NMA's website at no cost to councils. It is recommended that those individuals in each chapter who are responsible in their chapters for the areas to be covered by a specific workshop, be invited to attend that council meeting. For example, if this month's council meeting is to include a workshop on "Chapter Programming" then those responsible for the monthly program in each chapter should be invited to attend. It is apparent that this requires advance planning and points up the need, as was mentioned earlier, for establishing a plan of action at the beginning of the council year. This advance planning is important when it comes to selecting who will conduct the workshops.

In selecting workshop leaders, here are some things to consider:

- A workshop means any combination of presentations by an individual or a panel on a specific subject. In this case, of course, the subject would relate to chapter operation.
- The workshop might include group discussion, questions and answers, problem-solving or other similar group activity
- There are many places to look to acquire leaders. NMA staff members are available, but closer to home, there are many possibilities for selecting leaders. These people may be more familiar with local circumstances.
- A basic qualification for a workshop facilitator is someone who feels comfortable in front of a group, leading a discussion.

**PLEASE NOTE: in order to qualify for an Excellent, Superior, or Outstanding Council Award, councils must complete a minimum of 2 workshops during the administrative year.**

It goes without saying that knowledge or experience with the subject is important. Former chapter officers, NMA directors, or someone from a chapter who has been responsible for developing a particularly successful activity are some possibilities. Local experts on selected subjects such as training directors, public relations managers, etc., make excellent facilitators.

A key factor in the success of any workshop is advance planning. This is never truer than when applied to workshop leaders. Proper selection with adequate time to assimilate materials and prepare a presentation can spell the difference between success and failure. There are other key factors.

- Possible conflicts with other NMA meetings such as: the National Conference, Area NMA Leadership Development Conference, Board Meetings, national and religious holidays, or local activities and meetings should be considered.
- Make sure a suitable meeting place on the required dates is available.
- Determine what subjects are more appropriate at the beginning of the year, and which might be better conducted later on.
- Arrange proper spacing of council events and ensure a variety in programming.
- Consider assigning one person or a committee the responsibility for each clinic and workshop for the year.
- Spread the responsibility for clinics/workshops among all of the chapters in the council.
- Keep in mind the requirements of the NMA Recognition and Awards program.
- Recognition of a job well done can certainly be an excellent motivator.
- Approach this activity and all council activities in a very business-like manner.

## *Member Relations Committee*

The importance of the Member Relations Committee cannot be over-emphasized. In addition to the chairman, there should be at least one committee member from each chapter. This might appropriately be one of the chapter's delegates to the council. It will be his or her responsibility to communicate council activities to the appropriate chapter members. For example, if the council is planning a workshop on monthly program planning, then each chapter's Program & Meetings Committee should be given an opportunity to attend. If the council is planning a seminar of general interest, then the entire chapter membership would be invited to participate.

Another function of the Member Relations Committee would be to attract membership in the council, non-member chapters in the area. This might be accomplished through mailings or by telephone, but a face-to-face communication would be more effective. This is an area where directors can help.

The NMA Council needs to be promoting its program on a continuous basis, first to its member chapters and then to non-member chapters. The Council Membership Committee, utilizing material and information from other council committees, is the council's most effective tool.

## *Public Relations Committee*

The main goal of the Public Relations Committee is to publish information about the council and its activities. Local media contacts can be very useful, especially when a council program has public interest. The main effort, however, will be to contact council membership through flyers, news releases, and other meeting announcements. Sufficient quantities should be provided to the Member Relations Committee to extend adequate coverage.

Another excellent way to promote the council and its programs is to prepare articles for publication in chapter newsletters. You also should try to insert articles in "company" magazines, and newsletters. An excellent way for a council to receive proper attention is through the NMA Council Recognition and Awards Program. This would include the awarding of the Gold Knight Award to local executives.

Council delegates should be utilized at chapter board/officer meetings to report on council meetings and to promote participation in council activities. This should be done on a regular basis. Council delegates should be available to present spotlight presentations at chapter meetings. NMA staff and resources are available to assist wherever necessary.

### **TOPICS**

- What are our chapter's strengths and weaknesses?
- Where do they need the most help?

### **LEADERS**

- Who among our delegates and chapter leaders are qualified and willing to serve as discussion leaders?
- Do we need to start now to train discussion leaders?

### **GUIDANCE**

- What help can we expect from the NMA director, the NMA staff, local training and education professionals?

### **CONTROLS**

- What expense is involved?
- What fees should be charged?
- Who will handle the cash and other similar chores? (Keep expenses down. Don't make this an elaborate production.)

### **PUBLICITY**

- A professional editor or public relations specialist can be a great asset here in sending out announcements, preparing a brochure, obtaining local publicity, etc.
- Do we have such a person?

### **SITES**

- Which hotels/motels are "hungry" for this kind of business? (Your chapters' experience in their communities will be helpful here.)
- Does one of your organizations have a recreation building that can be used?

### **HOSTING**

- Frequently, when a delegate or participant arrives at your meeting, that individual is a stranger. The learning process will be enhanced if the "stranger" is greeted warmly, and quickly made to feel like a member of the council family.

### **HANDOUTS**

- Discussion leaders and speakers should be encouraged to bring and distribute copies of chapter literature, minutes of meetings, program and course announcements, newsletters, and other exchangeable handout literature.

### **EVALUATION**

- Distribution and collection of evaluation forms from all participants will be helpful to next year's planner.

### **REPORTING**

- A summary report should be prepared to identify what mistakes were made and offer recommendations for future improvement.

## *Choosing Your Speakers*

### **THE RIGHT TYPE**

- Don't delay too long in selecting and confirming discussion leaders. What are the qualifications of a good panelist or discussion leader? More importantly, is he/she skilled at drawing questions from the group and "throwing them back" to other group members for the answers? On the surface, this appears to be a natural trait, but it is a deceptively uncommon skill which must be acquired through study and practice.

### **EXPERIENCE**

- It is desirable that he/she have direct chapter experience in the subject area (unlike the occasion, not long ago, where two panelists were making a presentation and answering questions about NMA group awards. Both were from a chapter which hadn't won an NMA Award in years!)

### **LOOK**

- Don't be hesitant in asking for the assistance of NMA directors. Most are past officers of their own chapters and experienced in chapter affairs. (Also, consider inviting the chairman of one of the four committees of the NMA Board of Directors, if that committee's responsibility is related to your subject area.)

Your Director should be consulted when early planning begins. He/she can be helpful in suggesting names of qualified persons willing and able to serve. The NMA headquarters staff may be able to suggest names of chapter officers, committee chairmen, and others, who have become highly skilled and well-qualified.

## *Choosing Your Subjects*

Some basic areas of chapter administration can always be relied upon to be of interest and concern to chapter leaders. Each new team of officers and committee leaders must face up to the recurring need to attract new members, maintain interest of current members, develop solid executive relationships, etc. These topics will serve as the backbone of your workshops, but it is a good idea to introduce some new subject areas for two good reasons:

1. Repeat attendees will be looking for something different, and
2. The council should continually introduce new twists on old ideas, new concepts, and create an awareness of new trends.

It's advisable to survey chapter leaders to learn what new trends are developing and to invite suggestions about the kind of information and assistance the new leaders feel they need most. The ideal situation would be for all chapter leaders to quickly acquire a thorough command and knowledge of all subjects immediately upon assuming full responsibility for chapter affairs at time of installation. It's an imperfect world, however, and so we attempt, through the council to provide a form of on-the-job training; feeding information as we go in the approximate order in which the problems and opportunities will appear. Priorities can be set, depending upon those needs.

## *Make Things Happen*

All of this advice assumes that all chapters in the council have approximately the same election dates. If this is not so, the council might wish to consider encouraging the adoption of a common election month for all member chapters and for the council too.

## In Summary

**I**t is perfectly natural for you and your officers to want this year to be the best in council history. That is not an unreasonable desire, but it will require some effort. It will be a year you can be proud of if you follow the suggestions in this guide. Some of the more important points to remember are:

- Establish a goal or goals for the year as early as possible.
- Build an organization to accomplish those goals.
- Follow through to make sure committees are properly formed. (Don't have chairmen trying to do it all themselves).
- Establish reporting procedures to measure progress as you go.
- Periodically review what's happening and make adjustments when necessary.
- Communicate -- there is nothing more ineffective than communication that didn't happen.
- Call on and use the resources of NMA at every step; that includes headquarters staff and your national directors.
- Finally -- listen to what your member chapters are telling you -- what your organization is telling you. If you like what you hear, you will have a GREAT YEAR!



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**Part 2**



# Model Council Constitution

## ARTICLE I

### **Name and Purposes**

**Section 1 Name**

The name of this organization shall be (*insert Council name*) of NMA... THE Leadership Development Organization, hereinafter referred to as the Council.

**Section 2 Residence**

The principle office for transacting of business of the Council of NMA... THE Leadership Development Organization shall be located in the state of (*insert State*).

**Section 3 Purposes**

The purposes of this council are:

- A. Serve NMA affiliated chapters by promoting those projects and activities which will help strengthen and improve the chapters.
- B. Facilitate exchange of ideas and information among all affiliated NMA chapters in the interest of increasing effectiveness.
- C. Assist in training and orientation of chapter leaders in the use and promotion of NMA programs, courses, and materials.
- D. Promote the objectives of NMA...THE Leadership Development Organization throughout the area and to help develop new NMA affiliated chapters.
- E. Promote joint chapter activities by planning and conducting meetings and programs involving two or more affiliated chapters.

**Section 3 Restrictions**

- A. This council shall be non-political, non-partisan and shall not engage in collective bargaining on behalf of its members or others.
- B. All members shall be members of NMA... THE Leadership Development Organization and an affiliated chapter to whose objectives and Code of Ethics this organization subscribes.

**Section 4 Fiscal Year**

The fiscal year of the council shall be determined by the council.

## ARTICLE II

### **Membership**

**Section 1 Affiliated Chapters**

Each NMA affiliated chapter in the geographical area may hold membership providing its governing body:

- A. Accepts the Constitution for the Council and subscribes to its support.

- B. Will select and support delegates to the council to serve as official representatives in accordance with the bylaws.
- C. Encourage its members to participate in activities approved by the council.

**Section 2 Delegates**

The delegates provided by the affiliated chapters shall comprise the council's governing body.

- A. Delegates to the council shall be selected each year in a manner to be determined by the affiliated chapter.
- B. Said delegates to be selected prior to the end of the council's fiscal year.
- C. Assigned National directors of the council shall be advisory members to the council.
- D. Chapter membership in the council shall become effective upon approval by vote of the council in formal session.
- E. Retired chapter members of NMA... THE Leadership Development Organization shall be considered as delegate candidates in accordance with the bylaws.

**ARTICLE III**

**Dues**

Dues, where applicable, shall be as established by the council as stated in the bylaws.

**ARTICLE IV**

**Officers**

**Section 1 Offices**

The minimum officers shall be President, Vice President, Secretary and Treasurer. All officers must be official delegates to the council and members in good standing of an affiliated chapter.

**Section 2 Duties**

The duties of the council officers shall be as stated in the bylaws.

**Section 3 Election**

Officers shall be elected by the council and installed annually at the first meeting of each fiscal year. The incumbent officers shall retain office until new officers are installed.

**Section 4 Term**

Each officer shall be elected for a term of one (1) year.

**Section 5 Vacancies**

Vacancies in office shall be filled by election by the council at the next regularly scheduled meeting.

## **ARTICLE V**

### **Committees**

**Section 1 Council Executive Committee**

A Council Executive Committee, when required, shall consist of the elected officers and the immediate past president.

**Section 2 Standing Committees**

Standing committees shall be in number and name in accordance with the bylaws. Committee chairmen shall be appointed by the council president. Committee members may be selected by the chairman of each committee or appointed by the president from the council and/or affiliated chapter members.

A. Functions of the committee shall be determined by the council.

**Section 3 Special Committees**

Special committees may be appointed by the president.

## **ARTICLE VI**

### **Meetings**

**Section 1 Quarterly Meetings**

Delegates to the council shall meet at least once in every quarterly period to conduct official business, provide opportunity for exchange of ideas and experiences in chapter operations, and to become familiar with new concepts and services at NMA.

**Section 2 Quorum**

A majority of authorized council delegates shall be necessary to constitute a quorum for the transaction of business.

## **ARTICLE VII**

### **Amendments**

Any delegate may propose an amendment to this constitution by submitting the proposed amendment in writing to the council. Before the proposed amendment is forwarded for individual chapter consideration, it must be approved by two-thirds (2/3) majority vote of the authorized number of delegates. Following council approval, all chapter boards of directors shall approve.

## **ARTICLE VIII**

### **Disbandment**

In the event the council should desire to vote on disbandment, NMA headquarters and each affiliated chapter shall be notified at least 90 days prior to such vote.

Prior to disbandment, the council officers shall distribute all assets of the council equitably among the affiliated chapters.



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**Part 3**



# Model Council Bylaws

## ARTICLE I

### **Affiliations and Fiscal**

**Section 1 Affiliations**

The council shall maintain an active membership in the NMA and shall maintain the standards for a Certification of Recognition from that organization.

**Section 2 Fiscal Year**

The fiscal year of the council shall be \_\_\_\_\_ to \_\_\_\_\_.

The administrative year of the council shall be \_\_\_\_\_ to \_\_\_\_\_.

## ARTICLE II

### **Membership**

**Section 1 Membership**

Any chapter desiring membership in the council shall submit a properly completed application form to the Council Membership Development Committee, accompanied by the dues for the current fiscal year, and registration fee (when applicable).

Upon recommendation of acceptance by the Council Membership Development Committee, council delegates will vote on the application. A majority vote will constitute acceptance.

**Section 2 Readmission to Membership**

Any chapter who voluntarily resigns and reapplies for admission shall become a member again, only by a majority vote of the council delegates.

**Section 3 Terminations**

Chapter affiliates will be terminated and removed from the council roster for:

- A. Resignation - chapters may resign and affiliation will be terminated, by mailing or delivering a formal written note of resignation to the chairman of the Council Development Committee.
- B. Delinquent Dues - affiliated chapters will lose all rights and privileges when council dues are 60 days delinquent. Delinquency in excess of 120 days will be sufficient cause for termination.

## ARTICLE III

### **Annual Dues**

**Section 1 Dues**

There shall be \_\_\_\_\_ annual dues paid by each member chapter in the council.

## **ARTICLE IV**

### **Delegates and Officers**

#### **Section 1 Delegates**

- A. Council delegates shall be NMA members in good standing of an affiliated chapter.
- B. Each affiliated chapter shall be allowed three (3) voting delegates on the council.
- C. One of the delegates from each affiliated chapter shall be the president of the chapter, who will serve on the council for a term of one year, concurrent with term as chapter president. The two other delegates to the council will serve for terms of two years, overlapping. When a delegate vacancy is created by transfer, resignation, or other, the affiliated chapter shall provide a replacement delegate by chapter board of director appointment or chapter president appointment.

#### **Section 2 Officers**

- A. Officer candidates shall be elected council delegates who are or have been chapter presidents, past presidents, or others who have held chapter-level offices.
- B. Only one delegate from an affiliated chapter may hold office during any one fiscal year.
- C. After serving a regular term of office, no officer shall succeed himself/herself in the same office.

## **ARTICLE V**

### **Duties of Officers**

#### **Section 1 President**

The duties shall be:

- 1. Responsible to the council members for the satisfactory operation of the council in accordance with the constitution and bylaws adopted by the affiliated chapters.
- 2. Establish organizational structure and staff it.
- 3. Preside at all regular and special meetings of the organization.

#### **Section 2 Vice President**

The duties shall be:

- 1. In the absence of the president, perform the duties of the president.
- 2. Direct the committee chairmen reporting to the office.

#### **Section 3 Secretary**

The duties shall be:

- 1. With the president, sign all written contracts of the organization as authorized by the officers.
- 2. Maintain membership records and correspondence.

3. Perform such other duties pertaining to the office as may be designated by the president.

**Section 4 Treasurer**

The duties shall be:

1. Be responsible for the funds of the organization and deposit them to the credit of the organization, in such depositories as may be approved by the officers.
2. Pay all bills that fall within the budget, providing the invoices are approved by the officer or committee chairman, responsible for the activity.
3. Pay all other bills which are duly approved by the officers.
4. Keep books in order to account for receipts and expenditures which shall be open at all times for inspection by the officers.
5. Make such reports as may be designated by the president.

**Section 5 Past President**

The council immediate past president shall serve in an advisory capacity to council officers.

**Section 6 Parliamentarian**

The council president shall name a council member as council parliamentarian.

**ARTICLE VI**

**Committees**

**Section 1 Committee Membership**

All appointments of members to standing committees shall be made by the chairman of that committee.

**Section 2 Standing Committees**

1. **Council Membership Development** - Plan, organize and conduct a constant program for enlisting new chapters and promote interest in, and understanding of the organization and the NMA chapter to members; plan, and execute a leadership training program for chapter personnel (both officers and committee chairmen).
2. **Conference and Seminar** - Determine the needs of the affiliated chapters and their members. Plan and execute a program of professional development activities aside from membership meetings, in accordance with the determined needs of the chapters. Regularly consult organization executives, training directors, past officers, and chapter members for assistance in setting up the program.
3. **Program Committee** - Develop and execute a plan for joint activities among affiliated chapters. These activities shall include but not be limited to:
  - a) A meeting/meetings of all affiliated chapters.
  - b) A meeting/meetings of two affiliated chapters at one time such that one chapter may have the opportunity to meet with all other chapters, to the extent that is practical.

c) Joint meetings of the boards of directors for the purpose of exchanging ideas and discussing mutual problems.

4. **Public Relations Committee** - Publicize all council activities to the affiliated chapters and their members. Keep the public informed of the activity of the council. Be responsible for publicity and publications within the organization.

5. **Additional standing committees** may be established and appointed, by amendment to these bylaws, to carry out the programs of the council.

**Section 3 General Committees**

1. Finance Committee - The officers shall serve as the Finance Committee with responsibility for preparation and approval of the annual budget.

2. All expenditures within the budget are subject to approval of the council. Any change or transfer of funds must be approved by the council.

3. The council shall have no authority to commit member chapters to any expenses, other than the specified dues, without written approval of the boards of directors of affiliated chapters.

**Section 4 Special Committees**

Special committees shall be designated by the president for specific purposes during the administrative year.

**ARTICLE VII**

**Vacancies**

**Section 1 Vacancies of Office**

Vacancies in offices shall be filled by election, by the council delegates at the first regular meeting, following delegate notification of the existing vacancy.

**ARTICLE XI**

**Nominating and Election Procedure**

**Section 1 Nominating Committee**

A nominating committee, comprised of 3 to 5 members, shall be appointed by the president of the council. No member of the committee shall be a council officer, or a candidate for council office. No one chapter shall have more than one committee member. Member names shall be announced at a council meeting, or no less than 60 days prior to election.

**Section 2 Committee Instructions**

The committee shall nominate candidates for all officers whose terms are expiring. Nominees shall certify to the nominating committee their acceptance of nomination, and submit chapter and/or organization approval to serve and hold office if elected. The list of candidates shall be submitted to council delegates, one month before the election. Additional nominations must meet eligibility requirements.

- Section 3      Procedures and Time of Election**  
Election of officers shall be held at the last regular meeting, in advance of the start of the fiscal year. Mail ballots may be used but must be returned in time for tabulation at the election meeting. Those received after the date shall be null and void. Election results shall be announced at the close of the election meeting.

## **ARTICLE X**

### **Meetings**

- Section 1      Membership Meetings**  
The regular meeting should be held no less frequently than on a quarterly, or every two month basis, at a time and place to be determined by the council officers. There shall be a minimum of \_\_\_\_\_ meetings per year.
- Section 2      Annual Meeting**  
This meeting shall be the last regular meeting of the fiscal year. All business needing approval of the membership will be presented at this meeting. All annual reports will be presented.
- Section 3      Installation Meeting**  
This meeting shall be the first meeting of the fiscal year. Installation of officers will be held as a part of this meeting.
- Section 4      Special Meetings**  
Special meetings may be called by the president, or two-thirds (2/3) of the council membership. The council delegates must be given ten (10) days advance notice in writing of the date, time and place of the meeting, the purpose of the meeting and the agenda of the meeting.
- Section 5.      Quorum**  
A majority of authorized council delegates shall be necessary to constitute a quorum for the transaction of business at all meetings of the council.

## **ARTICLE XIII**

### **Amendments**

- Section 1**      The bylaws other than annual dues (Article III), may be amended by a two-thirds (2/3) vote of the authorized number of council delegates.
- Section 2**      Council dues (Article III) may be amended by three-fourths (3/4) vote of the authorized number of council delegates.
- Section 3**      Thirty days written notice must be provided all council delegates, of a meeting at which the bylaws may be adopted or amended.



*COUNCIL LEADER GUIDE*

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**Part 4**



# Council Awards

## *Excellent, Superior, and Outstanding Awards*

The NMA Council Excellent, Superior, and Outstanding Awards were developed to recognize councils for activities conducted during the administrative year. The activities listed on the Council Quarterly Activity Report Form RC1 should be used as a guideline for programming during your council's administrative year to ensure that each and every council member gets the most out of the NMA council. These suggested activities provide an excellent foundation for your council's objectives and goals. Following these guidelines will undoubtedly result in a very successful administrative year. Councils earn points for each of the activities that are listed on the RC1.

Councils must submit the RC1 on a quarterly basis, reporting all their activities that have occurred during the quarter being reported. This form must be received by NMA headquarters no later than 40 days after the end of the quarter being reported.

### **To achieve the Excellent Award, a council must:**

- Submit – only one time during the council's administrative year – a list of the council's elected officers along with their chapter identification on the RC1.
- Submit – only one time during the council's administrative year – a list of all member chapters, how many chapters are eligible to join the council, and what percentage of eligible chapters are members of the council (as outlined in #2 Membership on the RC1).
- Conduct a minimum of 2 Council Workshops (as outlined in #5 Workshops on the RC1).
- Submit all RC1 Quarterly Reports within 40 days of the end of the quarter being reported.
- Earn a minimum of 175 points.

### **To achieve the Superior Award, a council must:**

- Earn the Excellent Award (as outlined above).
- Earn a minimum of 300 points.

### **To achieve the Outstanding Award, a council must:**

- Earn the Excellent and Superior Awards (as outlined above)
- Earn a minimum of 425 points.

These awards are within the reach of every council. With careful planning, cooperation, and good council management, each council can place itself among the honored Excellent, Superior, and/or Outstanding Council Award winners!

## **PLAN AHEAD**

Right after your election, even before your administrative year begins, review the requirements carefully. Start early to establish your council objectives and goals. Plan ahead, and set target dates.

## **WAIT FOR RESULTS**

Each time you submit an RC1, you will be sent a "Council Award Summary" to update you on how many points you have earned. Please check this thoroughly. If you disagree with the summary, contact National right away.

## **NMA ACTION**

You'll be notified of the results soon after last RC1 for the administrative year is received. Council award winners will be recognized at the NMA's National Conference in the fall.

Following is a description of the activities for which your council can earn points to achieve these awards. Each item provides details for the same item listed on the RC1 form.

# NMA Council Quarterly Activity Report

## RC1 – INSTRUCTIONS

**1. ORGANIZATION (Requirement) ..... 10 points**

The governing body of the council shall include a minimum of three elected officers and two or more delegates from each affiliated chapter. Your list of officers should be submitted to NMA at the beginning of your administrative year. (maximum 10 points per year)

1. List the names and titles of the elected officers for your council as well as their titles and chapter identification. You need to report them only one time during the administrative year. THIS IS A REQUIREMENT!

**2. MEMBERSHIP (Requirement)..... 5 points**

A list of the chapters that are members of your council should be submitted to NMA HQ at the beginning of your administrative year. (maximum 5 points per year)

- 2a. The number of chapters affiliated with your Council must be submitted only one time during the administrative year. Indicate under 2a how many chapters belong to your council.
- 2b. Indicate under 2b how many chapters are eligible to join your council.

**3. MEETINGS Each quarterly meeting – 30 points  
Each monthly meeting – 10 points**

A meeting is defined as one in which all member chapters and delegates are invited and a quorum is present. A meeting of the elected council officers does not constitute a council meeting. (maximum 120 points per year)

- 3a. Indicate whether your council meets quarterly or monthly under 3a.
- 3b. Indicate how many meetings were conducted during the quarter being reported under 3b and give yourself the number of points you have earned under the appropriate quarter being reported.

**4. ATTENDANCE  
COUNCILS WITH CHAPTERS WITHIN 150 MILE RADIUS..... 1-10 points  
COUNCILS -CHAPTERS EXCEEDING 150 MILE RADIUS ..... 3-15 points**

% of Chapters Represented	Under 150 miles	Over 150 miles
100% of chapters represented	10 points	15 points
80-89% of chapters represented	8 points	13 points
60-79% of chapters represented	6 points	11 points
40-59% of chapters represented	4 points	9 points
20-39% of chapters represented	2 points	6 points
Under 20% of chapters represented	1 point	3 points

On the RC1, for item 4, list the number of points for which you are eligible in the space provided. (maximum 180 points per year)

**5. COUNCIL SPONSORED WORKSHOPS ..... 😊 5 points**

**A council must sponsor at least two separate NMA workshops to qualify for an Award.** The workshops must be at least ½ hour in length and attended by reps of at least 50% of your the chapters affiliated with your council. 5 points will be awarded for each ½ hour workshop conducted. Committee meetings do not qualify as workshops/clinics. There is no limit on the number of workshops a council may conduct. List the workshop in the space provided on the RC1. Give your council 5 points for each ½ hour that a workshop is conducted under the quarter in which it was completed, i.e., 1.5 hour workshop = 15 points. (no maximum points)

**6. ANNUAL EVENTS**

**6a. Hosts or co-hosts the NMA Annual Conference**

**Area LDC, NMA Leadership Speech Contest, or MWIA Activities .... 25 points**

25 points will be awarded if your council hosts or co-hosts the NMA Annual Conference, an area Leadership Development Conference (LDC), an NMA Leadership Speech Contest, or Management Week in America Activities. Report only those events hosted or co-hosted during the quarter being reported. (maximum 100 pts/yr)

**6b. Member chapter participation in Annual Conference or LDC ..... 10-25 points**

Credit for member chapter participation in an LDC or Annual Conference will be awarded as follows:

- 100% of chapters represented .....30 points
- 80-89% of chapters represented .....25 points
- 60-79% of chapters represented .....20 points
- 40-59% of chapters represented .....15 points
- 20-39% of chapters represented .....10 points
- Under 20% of chapters represented .....5 points

**7. NEW COUNCIL AFFILIATED CHAPTERS ..... 😊 10 points**

At the end of the year, 10 points will be awarded for any new chapters affiliated with your council during the administrative year being reported. Report last quarter only. List the names of those chapters and the date they joined your council in the space provided on the RC1. Give your council 10 points for each under the last quarter reported. (no maximum points)

**8. CHAPTER SERVICE COORDINATION CENTER ..... 😊 10 points**

The NMA council has responsibility for gathering information and materials from member chapters and other sources, and distributing them to chapter leaders. Some examples are: Speaker/Program Information Exchange - Gather and compile information about speakers and programs used in member chapters. Circulate this information regularly among chapter leaders; Professional Development Resource Exchange - Encourage chapter to exchange information on the availability of educational resources; Other - If your council provides other coordinating/administrative services for chapters, please list. List 10 points for each program conducted by your council. (no maximum points)

**9. COUNCIL COMMUNICATIONS**

Communication plays a crucial part in chapter AND council operations. Chapter members must be kept informed of events and happenings within the council. To recognize councils that communicate effectively, the following award criteria has been established:

- 9a. Newsletter published Quarterly ..... 10 points**  
Ten (10) points will be awarded for each newsletter published quarterly. (maximum 4 newsletters/40 points per year).

Points for winning/placing in the NMA Publications Contest will be awarded as listed below:

- 9b. 1<sup>st</sup> Place Publications Contest Winners ..... 10 points**  
Win 1<sup>st</sup> Place in the Publications Contest and receive 10 points. (maximum 10 pts per year)
- 9c. 2<sup>nd</sup> Place Publications Contest Winners ..... 5 points**  
Win 2<sup>nd</sup> Place in the Publications Contest and receive 5 points. (maximum 5 pts per year)
- 9d. 3<sup>rd</sup> Place Publications Contest Winners ..... 3 points**  
Win 3<sup>rd</sup> Place in the Publications Contest and receive 3 points. (maximum 3 pts per year)
- 9e. Updated Council Website during the quarter ..... 3 points**  
Update your council website during the quarter and receive 3 points. (maximum 12 pts per year)

**10. OPTIONAL ACTIVITIES ..... 😊 10 points**

Points will be awarded for optional council activities provided by the council. Each optional activity should be reported only one time during the quarter in which it was completed. Indicate in the space provided, which, if any, of the following activities were completed during the quarter being reported.

- 10a. Council presents a Gold Knight of Leadership Award ..... 10 points**  
(maximum 10 pts/yr)
- 10b. 30% or more affiliated chapters presents a Silver Knight Award ..... 10 points**  
(maximum 10 pts/yr)
- 10c. Participation in the NMA Leadership Speech Contest..... 2-12 points**  
**If your member chapters participate in the Speech Contest during the administrative year, award points as follows: (maximum 12 pts/yr).**

100% of Chapters Represented - 12 Points Earned  
 80% - 99% Chapters Represented - 10 Points Earned  
 60% - 79% Chapters Represented - 8 Points Earned  
 40% - 59% Chapters Represented - 6 Points Earned  
 20% - 39% Chapters Represented - 4 Points Earned  
 Under 20% Chapters Represented - 2 Points Earned

- 10d. **Council conducts a Mini NMA LDC (Leadership Development Conference)..... 25 points**  
(maximum 10 pts/yr)
- 10e. **Council produces a Council Guide (similar to a Chapter Guide) ..... 10 points**  
(maximum 10 pts/yr)
- 10f. **Directors Attend Council Meetings..... 10 points**  
Directors in the council attended each meeting during the quarter (10 pts per director per mtg-  
no maximum)
- 10g. **75% or more of affiliated chapters receives either the Excellent, Superior, or Outstanding Award for the current administrative year ..... 10 points**  
(maximum 10 pts/yr)
- 10h. **Other Activities similar to those listed above..... 10 points**  
(no maximum)
  
- 11. **REPORT FILING (Requirement) ..... No Points**  
Each Council Quarterly Activity Report (RC1) must be received by NMA headquarters and postmarked within 40 days after the end of the quarter covered by the report. If your council is on a January administrative year, reports should be submitted for the quarters ending March, June, September, and December. The Excel spreadsheet may be e-mailed to sue@nma1.org.

## 2010 - Council Quarterly Activity Report RC1

Council Name: _____	Administrative Year: _____	Date Received	
Council #: _____	Date Quarter Ended: _____	1st Quarter	_____
Report for which quarter? _____	Email Address: _____	2nd Quarter	_____
Person Submitting Report: _____	Phone Number: _____	3rd Quarter	_____
Date Submitting Report: _____		4th Quarter	_____

Councils participating in the Council Award Program must submit this Council Quarterly Activity Report RC1 to NMA headquarters within 40 days of the end of the quarter covered by the report. Items 1, 2, and 11 are requirements. For the remaining items, points will be awarded based on the criteria outlined. Each activity reported MUST be supported by documentation in the form of minutes of meetings, advance publicity notices, agendas, summary reports, etc.

		Excellent - 175 points		Superior - 300 points		Outstanding - 425 points			
		PTS	MAX	TOT	1st Qtr	2nd Qtr	3rd Qtr	4th Qtr	
<b>1. ORGANIZATION - REQUIRED</b>									
The governing body of the council shall include a minimum of three elected officers and two or more delegates from each affiliated chapter. List the elected officers, their titles and chapter identification below. (maximum 10 points per year)									
	<b>Name</b>	<b>Title</b>	<b>Chapter</b>						
1.				10	10				
2.									
3.									
4.									
5.									
				<b>Total Points</b>					
<b>2. MEMBERSHIP - REQUIRED</b>									
The chapters that are members of your council should be submitted to NMA at the beginning of your administrative year. To earn 5 points, supply the information listed at the right. (maximum 5 points per year)									
a.	How many chapters belong to your council?			5	5				
b.	How many chapters are eligible to join your council?								
				<b>Total Points</b>					
<b>3. MEETINGS</b>									
Definition of a meeting: One in which all member chapters and delegates are invited and a quorum is present. A meeting of the council officers alone does not constitute a meeting. If your council meets quarterly, 30 points will be awarded for each meeting (max 4/yr or 120 pts). If your council meets monthly, 10 points will be awarded for each monthly council meeting (max 12 mtgs or 120 pts/yr).									
a.	Does your council meet quarterly or monthly?			30 or 10	30 or 10				
b.	How many meetings did your council conduct for the quarter being reported?			120	120				
				<b>Total Points</b>					
<b>4. ATTENDANCE</b>									
Points will be awarded for the attendance of chapters at each council meeting based on the schedule listed at the right: if individual members attend, they will be considered 1 chapter. (maximum 180 points per year)									
% of Chapters Represented	Under 150 miles	10 points	15 points	1-15	180				
100% of chapters represented	Over 150 miles	8 points	13 points						
80-89% of chapters represented		6 points	11 points						
60-79% of chapters represented		4 points	9 points						
40-59% of chapters represented		2 points	6 points						
20-39% of chapters represented		1 point	3 points						
Under 20% of chapters represented									
				<b>Total Points</b>					

## 2010 - Council Quarterly Activity Report RC1

2010 - Council Quarterly Activity Report RC1									
5. WORKSHOPS - MINIMUM 2 PER YEAR	PTS	MAX	TOT	1st Qtr	2nd Qtr	3rd Qtr	4th Qtr		
<p>A council must sponsor at least two separate NMA workshops to qualify for an Award. The workshops must be at least ½ hour in length and attended by reps of at least 50% of your councils chapters. 5 points will be awarded for each ½ hour workshop conducted. Committee meetings do not qualify as workshops/clinics. There is no limit on the number of workshops a council may conduct. List the workshop in the space provided on the RC1. Give your council 5 points for each ½ hour that a workshop is conducted under the quarter in which it was completed, i.e., 1.5 hour workshop = 15 points. (no maximum points)</p>	5								
TITLE OF WORKSHOP	DATE	# HRS	% CHPS						
<b>Total Points</b>									
6. ANNUAL EVENTS									
<p>a. 25 points will be awarded if your council hosts or co-hosts the NMA Annual Conference, an area Leadership Development Conference (LDC), an NMA Leadership Speech Contest, or Management Week in America Activities. Report only those events hosted or co-hosted during the quarter being reported. (maximum 100 pts/yr)</p>	25	100							
Name of Event:	Date								
<p>b. Credit for member chapter participation in an LDC and/or Annual Conference will be awarded as follows:</p> <ul style="list-style-type: none"> <li>100% of chapters represented 30 points</li> <li>80-89% of chapters represented 25 points</li> <li>60-79% of chapters represented 20 points</li> <li>40-59% of chapters represented 15 points</li> <li>20-39% of chapters represented 10 points</li> <li>Under 20% of chapters represented 5 points (maximum 30 pts/event each year)</li> </ul>	5-30	pts							
<b>Total Points</b>									
7. AFFILIATED CHAPTERS									
<p>At the end of the year, 10 points will be awarded for any new chapters affiliated with your council during the administrative year being reported. Report last quarter only. List the names of those chapters and the date they joined your council. Give your council 10 points for each under the last quarter reported. (no maximum points)</p>	10								
Name of Chapter	Date Joined								
<b>Total Points</b>									

## 2010 - Council Quarterly Activity Report RC1

8. CHAPTER SERVICE COORDINATION	PTS	MAX	TOT	1st Qtr	2nd Qtr	3rd Qtr	4th Qtr
<p>The NMA council has responsibility for gathering information and materials from member chapters and other sources, and distributing them to chapter leaders. Some examples are: Speaker/Program Information Exchange - Gather and compile information about speakers and programs used in member chapters. Circulate this information regularly among chapter leaders; Professional Development Resource Exchange - Encourage chapter to exchange information on the availability of educational resources; Other - If your council provides other coordinating/administrative services for chapters, please list 10 pts/ea</p> <p>List 10 points for each program conducted by your council. (no maximum point)</p> <p style="text-align: center;">☺</p> <p style="text-align: center;">Names of Programs</p>							
<b>Total Points</b>							
<b>9. COUNCIL COMMUNICATIONS</b>	<b>PTS</b>	<b>MAX</b>	<b>TOT</b>	<b>1st Qtr</b>	<b>2nd Qtr</b>	<b>3rd Qtr</b>	<b>4th Qtr</b>
a. 10 points will be awarded for each newsletter published during the quarter being reported. (maximum 40 pts/yr)	10	40					
b. Won 1st place in NMA Publications Contest (maximum 10 pts/yr)	10	10					
c. Won 2nd place in NMA Publications Contest (maximum 5 pts/yr)	5	5					
d. Won 3rd place in NMA Publications Contest (maximum 3 pts/yr)	3	3					
e. Updated Council Website during the Quarter (3 pts/quarter, max 12 pts/yr)	3	12					
<b>Total Points</b>							
<b>10. OPTIONAL ACTIVITIES</b>	<b>PTS</b>	<b>MAX</b>	<b>TOT</b>	<b>1st Qtr</b>	<b>2nd Qtr</b>	<b>3rd Qtr</b>	<b>4th Qtr</b>
10 points will be awarded for each of the optional council activities listed below:							
a. Gold Knight Award presented. (maximum 10 pts/yr)	10	10					
b. Minimum of 30% of council's chapters presented the Silver Knight Award during the quarter being reported. (maximum 10 pts/yr)	10	10					
c. If your member chapters participate in the NMA Leadership Speech Contest during the administrative year, award points as follows: (maximum 12 pts/yr).							
100% of chapters represented	12 points						
80-89% of chapters represented	10 points						
60-79% of chapters represented	8 points						
40-59% of chapters represented	6 points						
20-39% of chapters represented	4 points						
Under 20% of chapters represented	2 points						
d. Council conducted a mini-NMA LDC. (maximum 25 pts/yr)	25	25					
e. Council produced a Council Guide. (maximum 10 pts/yr)	10	10					
f. Directors in the council attended meeting(s) during the quarter (10 pts per director per mtg-no maximum)	10	☺					
g. Minimum of 75% of council's chapters received either an Excellent, Superior, or Outstanding Award for the administrative year. (maximum 10 pts/yr)	10	10					
h. Other - List any other similar activity completed during the quarter: (no maximum)	10	☺					
<b>Total Points</b>							
<b>11. REPORT FILING</b>				<b>1st Qtr</b>	<b>2nd Qtr</b>	<b>3rd Qtr</b>	<b>4th Qtr</b>
Each Council Quarterly Activity Report RC1 must be received by NMA and postmarked within 40 days after the end of the quarter covered by the report. If your council is on a July administrative year, reports should be submitted for the quarters ending September, December, March, and June. If your council is on a January administrative year, reports should be submitted for the quarters ending March, June, September, and December. Just complete this report and photocopy and send to NMA headquarters. Keep the original for your monthly worksheet.	No pts			Required	Required	Required	Required

## 2010 - Council Quarterly Activity Report RC1

Email to: sue@nma1.org

Notes:

Points Approved		Points Submitted				
SUMMARY OF POINTS		TOT	1st Qtr	2nd Qtr	3rd Qtr	4th Qtr
1. Organization (required)						
2. Membership (required)						
3. Meetings						
4. Attendance						
5. Workshops (min 2/yr)						
6. Annual Events						
7. Affiliated Chapters						
8. Chapter Service Coordination						
9. Council Communications						
10. Optional Activities						
<b>Grand Total Points:</b>						
+ or - Excellent		-175				
+ or - Superior		-300				
+ or - Outstanding		-425				

