



Amended Governance Structure and Participation Guidelines for Policy Council Members (Approved by the Policy Council, November 2, 2011)

APPAM has a 40 person board in the form of its Policy Council (PC). Typically, only a few members of the PC are engaged in APPAM activities. Because of the small size of the APPAM staff, an engaged volunteer Board is needed *for APPAM to continue to pursue its current activities and undertake the new activities included in the strategic plan.*

The strategic plan makes two governance structure recommendations:

1) Establish a new committee structure to implement the strategic plan and 2) create participation guidelines for Policy Council Members. Neither recommendation would require a bylaws change.¹

The purpose of this document is to elaborate on those two recommendations.

Recommendation #1 – Establish a new committee structure

The goals of the new committee structure are to engage the Policy Council members and to make the Policy Council members accountable for specific tasks/programs/areas. Although the strategic plan recommended new standing committees, we propose that the recommendation be implemented initially with ad hoc committees. Our expectation is that the Policy Council will convert many or all of the new committees to standing committees within the next few years after it learns more about which ones work well, and which ones may need to be modified. The Council should then set in process the change in bylaws required to create the new permanent committee(s).

Consistent with the APPAM bylaws, all committees that are not standing committees will need to be reconstituted annually by the APPAM President. The Policy Council, in conjunction with the

¹ Other committees of the Association may be created by the President with the approval of the Policy Council for stated periods and stipulated assignments. The President shall appoint a chair for each committee. They shall report to the Policy Council and thereupon be discharged. Unless specifically approved by the Policy Council for that purpose, committee reports shall not be deemed to state the views of the Association or to commit it in any way.

Executive Committee, will review the committees annually and advise the President whether each committee should be reconstituted.

To maintain continuity, the President will appoint a chair for each committee (except where noted) and that chair will normally come from the existing committee members. The chair terms will be for one year. The chair could then continue service on the committee as a committee member or choose to rotate off the committee.

The committees will meet prior to each Policy Council meeting and the chairs of each committee will report on the activities of their committees at each of the two annual Policy Council Meetings. The committees will work in conjunction with APPAM staff throughout the year to achieve goals set by the Executive Committee for each committee. The goals of each committee should support the APPAM strategic plan.

In consultation with the Executive Director and Executive Committee, the President will appoint members of the Policy Council to the committees as soon after the election each January as possible. New chairs will also be appointed each year. The President and Executive Director will assign members of the Policy Council to the committees based largely on the expressed interest and preferences of members of the Policy Council.

The committees are divided into new committees (committees that will be created as a result of strategic planning) and existing committees (committees that already existed, either as a function of the bylaws or created by the APPAM President). Where noted, non-PC members can serve on APPAM committees. We have not proposed changes to all the committees but have listed all current and recommended committees to clarify the full picture.

For reference, APPAM's standing required committees, according to the bylaws, are: the Executive Committee, the Nominating Committee, the Fall Conference Program Committee, the Ph.D. Dissertation Award Committee, and the Committee of Institutional Representatives. Except where noted in the following list, this recommendation does not suggest changing the composition or responsibilities of the standing committees.

Recommendations for APPAM committee structure:

- **Executive Committee (Existing Committee, Required)** – This committee consists of the President, President – Elect, Immediate Past President, two Vice-Presidents, Secretary, Treasurer and Chair of the Institutional Representatives. The President serves as the chair of this committee. The Executive Committee has the power to act on behalf of the Policy Council. New functions of the Executive Committee would be to oversee the implementation of the strategic plan, create procedures to track and evaluate APPAM's position relative to other organizations, pursue collaborations as appropriate, and oversee APPAM's relationships with current and future collaborators. The Executive Committee will provide updates to the Policy Council on the implementation of the strategic plan at each meeting of the Policy Council.

- *Size: 11 (also includes the APPAM Executive Director, ex-officio, JPAM Editor, ex-officio and the International Conference Convener²).*
- **Finance Committee (New Committee)** – Chaired by the Treasurer, this committee will be responsible for reviewing monthly financial statements, working with the Executive Director to create the budget and ensure the financial health of the Association.
 - *Proposed size (incl. chair): At least 5 people*
- **Membership Committee (New Committee)** – This committee will develop membership recruitment plans and priorities, develop new membership benefits as appropriate, reach out to underserved members, assess renewal strategies and member satisfaction for professional, student and institutional members.
 - *Proposed size (incl. chair): At least 5 people*
- **Program Committee (Existing Committee, Required)** – The President-Elect will chair this committee. This committee is responsible for creating the theme of the conference, vetting the proposals for the Fall Conference and creating the program. The members of this committee may include members of the Policy Council but are not limited to that group. The President-Elect will solely be responsible for appointing members to this committee.
 - *Size: Approximately 30 people*
- **Meetings/Conferences Committee (New Committee)** – This committee will replace the Committee on the Fall Conference. The 1st Vice President will chair the committee, and the 2nd vice president will serve on the committee. The committee will advise on matters pertaining to changes in the format of the Fall Conference, future site selections, operations for international conferences and the Spring Conference and will ensure that operations and logistics for the Fall Conference are handled properly.
 - *Proposed size (incl. chair): At least 5 people*
- **Diversity Committee (New Committee)** – This committee will be charged with the responsibility for developing and overseeing the Association’s activities to promote diversity in its membership, at its member schools and in its leadership. Suggested activities include working with the Nominations Committee to ensure the diversity of the slate of nominees for Policy Council, working with the Institutional Reps Chair to create strategies for outreach to students with diverse backgrounds to become involved in APPAM and working with the Executive Committee and Executive Director to create fellowships for diverse students and members to join APPAM and travel to the Fall Conference.
 - *Proposed size (incl. chair): At least 5 people*
- **Communications/Web Committee (New Committee)** – This committee will be responsible for working with the Executive Director to determine the most appropriate vehicles and methods through which APPAM communicates with its members, will oversee the operation of the APPAM website, will assist in creating newsletters/content for

² In 2010, the ICC was created as a temporary office to see whether APPAM should have an on-going program of international conferences. At that time, it was decided that the ICC should be an ex officio member of the Exec Com. When a decision about extending the ICC is made in 2013; membership on the Executive Committee should also be reconsidered.

communicating with the public policy community and developing other ways to improve digital communications.

- *Proposed size (incl. chair): At least 5 people*
- **Committee on Policy Relevance (New Committee)** - This committee is responsible for determining how best to increase the exposure of APPAM research to policymakers and program operators and to expand the knowledge of APPAM members about research topics that policymakers find important.
 - *Size: At least 5 people*
- **Data Committee (Existing Committee)** - This committee is responsible for determining APPAM's data collection strategy for its institutional members and working with NASPAA on APPAM's annual data collection effort and US News and World Report rankings.
 - *Size: At least 5 people*
- **Nominating Committee (Existing Committee, Required)** - This committee is responsible for preparing a slate of candidates for the annual election to the APPAM leadership and APPAM Policy Council. The President will appoint the chair, and the Immediate Past President will be a member of the committee. This committee will work with the Diversity Committee to ensure that the slate of candidates for election to leadership is as diverse as possible.
 - *Size: At least 5 people*
- **Committee of Institutional Representatives (Existing Committee, Required)** – The chair, vice chair and secretary of this committee is determined by election by all current institutional APPAM members. The purpose of this committee is to represent the interests of the institutional members.
 - *Size: 3 people, elected by the Committee of Institutional Reps*

Several additional award selection committees (including, for example, the Spencer Foundation Award) are formed each year by the President and are not mentioned in the list of committees. Award selection committees are quite narrow in focus and exist solely to pick a winner for a specific award. The President will continue to appoint these committees annually, or as needed.

Recommendation #2: Create participation guidelines for current and future Policy Council members.

- APPAM should implement the following participation guidelines for members the Policy Council. Members of the Policy Council who miss more than two in-person meetings in a row will forfeit their seats on the Policy Council, but only after the situation is reviewed by the Executive Committee. For purposes of this recommendation, attendance shall be defined as participating in person, not by telephone.
- An elected member of the Policy Council should serve on at least one of the APPAM committees each year. Service on an award selection committee would count towards the service requirement.