

## **PRESIDENT & CEO**

### **The Role of the Board of Directors**

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#### **Bylaws: Section 3. Duties**

A. The Board of Directors shall:

1. manage NAGPS by the stated purposes of Article I, Section 2, of the Constitution;
2. set a date and location for the Annual National Membership Meeting, at least 120 days before the Meeting;
3. schedule general meetings for the Board of Directors;
4. establish dues and membership guidelines;
5. appoint ad hoc committees;
6. review and approve the Chair of each ad hoc committee;
7. review and approve the budget and plan of activities submitted by each region and committee;
8. prepare a monthly report summarizing the activities of each Director to be distributed to the appropriate constituencies.

#### **PRESIDENT & CEO**

##### **President/Executive Coordinator**

The President/Executive Coordinator is charged with carrying out the duties and responsibilities necessary to maintain the fiscal and structural health of the Association, and to coordinate the activities of the Association, its Staff, and its volunteers in pursuit of the NAGPS Mission Statement. The position requires an investment of at least 20-30 hours per week, often more, and may require significant travel away from your home campus. For those that are lucky enough to be elected to the position, however, it is an invaluable first-hand experience in leadership and non-profit management, and for the rare few, it can be an opportunity to shape national education policy and programs. Listed below are some of the major responsibilities and roles involved:

##### **Presiding at Board and Membership Meetings**

As President, you chair all meetings of the Board of Directors, and preside over the National Business Meeting at the National Conference. You should arm yourself with a good working knowledge of Roberts' Rules of Order, Newly Revised, and make friends with your Ombuds Coordinator (as Parliamentarian) if you already haven't done so. You'll need to solicit agenda items from Board members for each electronic Board meeting and post the agenda at least fourteen (14) days in advance. You'll do the same for all physical Board meetings at least twenty-one (21) days in advance. You're responsible for assembling the agenda packet to be mailed to each Board member before each physical Board meeting, although the actual mailing can be done from the National Office.

##### **Executive Authority**

Put simply, when a decision needs to be made, you're it. You can ask for advice, but you and only you, the President, have the, executive authority to make decisions and commit the Association to actions, including the execution of contracts, legal and and personnel actions, and policy statements. That's why they call you the Chief Executive Officer -- you execute. In preparation for this awesome responsibility, you should read as much as possible about NAGPS, its policies, structure, finances, history, programs and services. You will want to be the most informed person possible and not be afraid to ask for help, or defer a decision until an informed choice can be made. No decision is too important to act without information!

For most issues, you'll be able to use the consultative processes within NAGPS Standing Committees and the Board of Directors to provide you with guidance in making decisions and carrying out the directions of the Association and its members. In the rare event that you do have to make a significant decision between Board Meetings without prior input, it's best to inform the Board and Staff as soon as possible, and seek ratification of the decision in question at the next available Board Meeting.

### **Board/Staff Oversight and Coordination**

The other half of your more formal title -- Executive Coordinator - implies that when you are not *executing*, you are *coordinating*. Simply put, you are the one person within NAGPS that can best see the panorama of activities that are simultaneously going on throughout the NAGPS world -- committee and regional activities, board initiatives, advocacy, product and service development and promotion, staff projects, and much, much more. You should be aware of all resources available within the Association and beyond, and you will want to be available to Board members and Staff to provide advice, direction and assistance in the conduct of their assigned tasks and activities.

You will also want to be on the look-out for possible problems with personnel or volunteers, and work with the appropriate individuals to minimize any trouble that might arise. You can improve the efficiency of the Association's efforts by helping to coach and encourage Board members and Staff when necessary for them to improve on their current efforts, and you can help them communicate to prevent the duplication of efforts. These tasks will be much easier if you take the time to talk to Board members and Staff on a regular basis, even if its just to ask them what they're up to, what they're thinking about various issues, or just to be friends (and this last thing is important to maintaining a healthy Association!). You should keep an open line of communication with all those involved, and invite them to offer their opinions, views and ideas.

### **Representation**

Member organizations, students, parents, media, coalition partners, corporate partners, university officials, members of Congress and the Executive Branch --- what do all these people have in common? The answer -- when something said on behalf of NAGPS is needed, they will call you. You will represent NAGPS in external affairs and relations with all of these groups, all of whom hold financial or political resources that can help you in your efforts. Your informed understanding of the Association will provide you with the background you need to answer any questions they may have, identify collaborative opportunities, and discuss issues in a way which represents NAGPS and its members well.

Keep in mind that you don't have to do all of the talking yourself, and in fact, you may find that your fellow Board members (particularly your expert Committee Chairs) will be more informed on a certain issue than you may be. Don't be afraid to refer people to the appropriate Board member or Staff member, provided that your NAGPS colleague knows that you might do so.

### **Strategic Planning/Vision**

You have the primary role in setting the vision of the Association. In fact, people at the National Conference elected you most likely because they share your vision, and support it. As President, you get to provide your vision as a starting point for the Board's regular discussions on strategic planning, and coordinate the strategic planning process outlined elsewhere in this document. This is where you really get to be a leader, a facilitator, and a visionary all wrapped up into one. A good strategic plan set forth at the start of your term (perhaps your first physical Board meeting) can provide you with a useful tool for helping others to be focused and successful in their efforts within the Association. This will reflect positively on you as a President (which is a good thing).

Throughout the year, you can and should function as an origination point for new policies or projects that you think useful in pursuit of the Association's goals. An informal discussion with the Board member or Staff member most likely to work on your ideas (if accepted) may be the best way to turn your ideas into a practical proposal for a new activity or project. Using the NAGPS vision you share with your NAGPS colleagues, you can illustrate how

good ideas fit into the vision, and why each Board member and Staff member is important to our strategic success.

You are also responsible for expressing the strategic plan, as well as the past year's activities, in the Annual Report you will make to the Membership at the end of your term during the National Conference. Previous Annual Reports can be looked to for ideas of how to create your masterpiece that encapsulates all that you and the Association have done during your term of office.

### **Leadership Development**

One of the most important roles of the President is in the development of the next generation of NAGPS Board members and leaders. Throughout the year, vacancies may occur within the Board of Directors, and you may be called upon to nominate successors to be approved by the Board. You will want to draw from NAGPS volunteers at the regional, committee, and state levels, and you'll want to be aware of the potential for individuals you meet to be serving NAGPS in some capacity someday. What are their interests? What issues motivate them? How can you get them involved? Can you create an opportunity for them to explore? A successful President not only affects the events of the year in which they serve, but their success is felt long afterwards in the next generation of Board members who share the common vision and learned from the individuals that led the Association long before they arrived. You should be able to have the joy in turning over the gavel to someone you really trust, someone who shares your love for the Association, and someone that you believe will do an even better job than you did as President. If you can do that, you should be able to call your year in office a success and move on to life's other challenges!

### **BYLAWS:**

#### **B. The Executive Coordinator shall:**

1. serve as the Association's Chief Executive Officer (CEO);
2. chair the meetings of the Board of Directors;
3. represent NAGPS in external affairs;
4. serve as an Ex Officio member of the Board of Directors, for the year following their term as Executive Coordinator;
5. prepare and submit an annual written report to the organization at the National Conference.

## **VICE-PRESIDENT**

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4. establish dues and membership guidelines;
5. appoint ad hoc committees;
6. review and approve the Chair of each ad hoc committee;
7. review and approve the budget and plan of activities submitted by each region and committee;
8. prepare a monthly report summarizing the activities of each Director to be distributed to the appropriate constituencies.

## **VICE-PRESIDENT**

The Vice President is selected from among the voting members of the Board of Directors each year at the National Conference, when the Board meets for the first time after election. The Vice President position must also be filled when vacated by the previous office holder. In addition to their regular duties as Board members, the Vice President shall also carry the following duties:

### **Line of Succession**

The Vice President shall support the President and the Board as necessary, and be prepared to step in should the President be incapacitated or unable to carry out the duties of office. The President may also choose to turn the authority of office over to the Vice President should the President choose to do so (for example, if the President knows that they will be incommunicado for a long period of time). The Board should exercise extreme care in selecting a Vice President, for this person shall be able to assume all executive authority if the Presidency is vacated.

### **Membership Committee**

The Vice President shall also chair the Membership Committee, which designates appropriate membership categories for applicants, certifies satisfaction of requirements for membership, and advises the Board of Directors concerning strategies for recruitment and retention of individual and organizational members.

### **Board Orientation**

The Vice President also assists the President in providing orientation for all new Board members at each physical Board meeting. The upkeep of this Officers' Handbook, for example, is something that the Vice President can take on as a project if significant upgrades or changes are needed.

## **BYLAWS:**

B. The Membership Coordinator shall:

1. Assume the position of Executive Coordinator, should the position become vacant mid-term, as defined in Article IX, Section 10;

2. Chair the Membership Committee, as described in Article VII, Section 4;
3. Assist the Executive Coordinator and Ombuds Coordinator in new board member orientation;
4. prepare and submit an annual membership report for the organization at the National Conference.

## **EX-OFFICIO**

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### **Ex-Officio Responsibilities**

Speaking of which, one of the nice things about NAGPS' leadership structure is that, for the year after your term of office, you still get to be a board member (albeit one without a vote!). As "Immediate Past President" you can continue to serve the Association as a reference point, offering advice to new Board members on the conduct of their positions, ideas they might have, and historical perspective if desired. Your advice and counsel is particularly important to the incoming President, and new Presidents would do well to ask many questions of and learn from their predecessors about the organization, its features, and its fundamentals. As with tenured Staff members, past Presidents usually have a few years of NAGPS experience at their fingertips to help you make informed and successful decisions, and they can be valuable resources.

## **SECRETARY & CIO**

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#### **Secretary/Information Exchange Coordinator**

The NAGPS Information Exchange Coordinator serves three pivotal functions for the Association:

1. Administers the NAGPS Information Exchange - the official Association repository of documents culled from and for the Membership on a wide range of topics of relevance to all graduate and professional students.
2. Editor-In-Chief of *\*all\** NAGPS Publications.
3. Recording Secretary for the Association.

Essentially these three jobs are encompassed in the new job title, Chief Information Officer. The three jobs have varying and sometimes different responsibilities:

1. **Information Exchange Administrator:** Originally the NAGPS Information Exchange was simply the file cabinet of documents in the National Office that the membership was continually solicited for providing contributions to - anything and everything was asked for and received in the way of documents. Now, the Information Exchange also includes management of the NAGPS web site, and the direction of NAGPS' Web Team, so, to a certain extent, this job requires some knowledge of Internet technology and its capacity.
2. **Editor-In-Chief:** This job requires some editing and publication skills. It also requires some imagination and insight as
3. to what publications would be of benefit to the membership and what would sell if made available for sale.
4. **Recording Secretary:** You must be able to take good notes and condense both physical and electronic meetings into concise yet accurate and readable minutes/notes.

#### **BYLAWS:**

B. The Information Exchange Coordinator shall:

1. serve as the Association's Secretary & Chief Information Officer (CIO);
2. report the minutes of all Board of Directors and National meetings;
3. manage a clearinghouse of information for the membership;
4. oversee production and distribution of a National Newsletter at least twice a year;

5. promote a comprehensive electronic mail network among the membership;
6. oversee production and distribution of special topic reports as directed by the Board of Directors;
7. conduct all mail-balloting for NAGPS.

## **TREASURER & CFO**

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#### **Treasurer/Financial Controller**

The Treasurer/Financial Controller is the Chief Financial Officer for the Association and is therefore responsible for the management of finances, investments, capital purchase, fundraising, contracting, and other fiscal functions. While basic accounting and processing of check requests, [etc. is](#) part of the responsibility of NAGPS Staff, the Treasurer must pre-approve all expenditures and authorize withdrawals from the NAGPS accounts. The Treasurer will work in close proximity with the Executive Director to ensure a solvent Association which can meet its financial commitments.

#### **Operating Budget**

The Treasurer is responsible for the oversight and successful completion of the budget process as outlined by the Board in its [Budget Policy](#). Each year, prior to the Winter Board Meeting, the Treasurer is to provide all Board members with guidance in making their budget proposals for the coming year. The Treasurer also consults with Staff regarding office, conference and program expenditures, and assists Staff in the preparation of their budget proposals.

Once all budget proposals have been received (including Regional membership targets) at the Winter Board Meeting, the Treasurer, with the assistance of the President, compiles all proposals into a first draft of an operating budget. In consultation with the President and Executive Director, the Treasurer should proceed to make necessary adjustments to the draft budget until it is in balance and ready for presentation to the Board for approval. Adjustments may include dues increases, cost reductions, or targets for potential new income sources. At the Summer Board Meeting, the Treasurer presents the budget and dues structure for Board approval.

#### **Expense Approval/Reimbursement**

In addition to setting the budget for the Association, the Treasurer enforces fiscal discipline by reviewing every expenditure made by the National Office on an ongoing or one-time basis, as well as every request for reimbursement made by Board Members. Different procedures are following depending on the source of the expense or potential expenditure:

1. From the National Office

The Executive Director will send invoices with receipts to the Treasurer by fax, along with a status report on the checking account and revenue forecast to come in shortly. Based on available funds and the fitness of the expense, the Treasurer can approve or deny payment on the invoice by returning the fax to the National Office with either "ok to pay", followed by the amount to be paid, and a signature; OR "do not pay" with a signature. If approved, National Office will disburse funds when available in checking accounts. This process may, at the Treasurer's discretion, be dispensed with for regularly-occurring expenses, such as office rental.

2. From Staff/Board Members

Staff/Board Members making requests for reimbursements must follow the Reimbursement Policy. Any member of the Association wishing reimbursement must first check with the Treasurer to seek pre-approval of the expense. The Treasurer may request that the person making the request seek support from their GSA, campus, or other source. If pre-approval is granted, the Treasurer is to grant it IN WRITING via email, fax, or letter. Phone pre-approval is not valid. Once the expense has been incurred, and the reimbursement is requested, the National Office will send the request via fax to the Treasurer to approve or deny in the same manner as described above for National Office expenses.

It is in the best interest of the Treasurer to ask for frequent fiscal statements from the National Office Staff, and reconcile such statements with your own ledger books, kept and updated each time an expense is made. Posting such statements on the web site can also help Board members maintain their own fiscal discipline with their expense budgets.

### **Fundraising**

The Treasurer also chairs the Fundraising Committee, an ad-hoc Committee set up to oversee all fundraising and donation generating activities. These may include grant writing, corporate partnerships, royalty agreements for products endorsed by NAGPS, donations from members, coalition partners and other sources. The Standing Policy on Fundraising and Solicitation governs most activities in this area, and fundraising responsibilities of Board members are detailed in the Section on Fundraising in this document. The Treasurer's primary function here is to identify opportunities for the Committee to pursue, assign tasks, and coordinate the activities needed to pursue those opportunities which may yield external revenue for the Association.

### **BYLAWS:**

B. The Financial Controller shall:

1. serve as the Association's Chief Financial Officer (CFO);
2. prepare a budget for NAGPS and its activities;
3. oversee the collection and distribution of all funds;
4. keep appropriate records of all fiscal transactions by NAGPS;
5. prepare a report for each Board of Directors Meeting.

## OMBUDS

### The Role of the Board of Directors

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5. appoint ad hoc committees;
6. review and approve the Chair of each ad hoc committee;
7. review and approve the budget and plan of activities submitted by each region and committee;
8. prepare a monthly report summarizing the activities of each Director to be distributed to the appropriate constituencies.

The Ombuds Coordinator can be arguably considered to be the second-most important position within NAGPS' Board of Directors, after the President. The Ombuds Coordinator is the "grease" that makes the machinery of NAGPS run well, and a successful year is as much a testament to the success of NAGPS leadership as it is to the hard work of the Ombuds Coordinator.

As Ombuds Coordinator, you will want to be fair, reasoned, and complete in your consideration of all of the issues you will face and make decisions on during your tenure. You will want to maintain extremely close ties with the President, serving as advisor, confidant, and colleague. You will mediate, render judgment, and potentially make some rather large decisions! The Ombuds position is not one to be taken lightly!

As Ombuds Coordinator, you can expect to do some of the following:

1. Be responsible for maintaining channels of communication between NAGPS Committees (standing and ad hoc) and the Board of Directors

This is one of your most important roles. Just keep tabs on what needs to be done, who's doing it, who has what info, and where that info needs to be distributed.

2. Chair NAGPS' Personnel Committee and serve as the primary liaison between the Board of Directors and its employees on personnel issues

You will want to be completely familiar with NAGPS' Personnel Policies, and you'll want to maintain an open line of communication between Staff and the Board members who work with them most. Encouraging frequent communication within the organization can go a long way to preventing problems from occurring.

3. Oversee the job performance of the Board of Directors and report to the President when the job performance of any member of the Board of Directors is unsatisfactory

This just means that it's your job to make sure that people are getting their jobs done. This doesn't mean that you need to become the board police, but developing a strong rapport with board members that allows you to be comfortable telling people when they're not fulfilling their duties is important. In the event that nonfeasance of office is established, it's your job, in consultation with the President, to carry out the removal process as outlined in the Bylaws.

4. Oversee the process of amending and restructuring of the Bylaws and Constitution in accordance with the goals of NAGPS

Get familiar with the Constitution and Bylaws quickly, you'll refer to them often. Changing the Bylaws too often is bad practice, but making sure that the Bylaws and standing policy coincide, and that there aren't conflicts between the Bylaws and the Constitution is important. In the event that there are proposed changes to the Constitution, you'll manage the notification and voting process.

5. Serve as the NAGPS Parliamentarian

Make sure you have a copy of Robert's Rules of Order, newly revised. If you haven't been familiar with basic parliamentary procedure, you should browse through Robert's Rules and give yourself a refresher course. When called on to make a decision, you'll need to be able to do it quickly so that business can be carried out. Watch your e-mail for messages that request a decision, and respond promptly.

6. Coordinate efforts of Standing and Ad-Hoc Committees

This is semi-negotiable. You should be in regular contact with committee chairs to discuss what they need from you in terms of assistance. Generally speaking, Committee Chairs will take care of a good deal of this, but the more involved you are able to be, the more coordination of activities across the spectrum of things that NAGPS is involved in can take place.

#### BYLAWS:

##### A. The Ombuds Coordinator shall:

1. be responsible for maintaining channels of communication between NAGPS Committees (standing and ad hoc) and the Board of Directors;
2. oversee the process of amending and restructuring of the By-Laws and Constitution in accordance with the goals of NAGPS;
3. oversee the job performance of the Board of Directors and report to the Executive Coordinator and Information Exchange Coordinator when job performance of any member of the Board of Directors is unsatisfactory;
4. serve as the NAGPS Parliamentarian;
5. coordinate efforts of Committee volunteers.

## **REGIONAL COORDINATORS**

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#### **Regional Coordinators**

Each of the five regional coordinators is responsible for the satisfaction and renewals of members in that region. Regional coordinators must be well-informed on both regional issues and national issues, so that information flows smoothly between the Board of Directors and NAGPS members. Monthly and quarterly board meeting reports should include updated member and non-member contact information, member feedback, regional conference updates, list of communications sent to the region, and any regional activities. A successful Regional Coordinator utilizes regular communication, regional officers, the regional conference, and proven recruitment and retention techniques.

#### **Communication**

The number one priority of a regional coordinator should be communication. RCs should talk to GSA leaders frequently, whether by phone, email, listserv, letters, newsletters, or in person at regional meetings. The member list should be updated in the spring or as local officers' change.

Quarterly newsletters should include information about the upcoming regional or national conference; regional legislative, employment, or diversity issues; regional academic concerns; updates from the regional officers; and success stories from GSAs in your region. These newsletters should be sent to all members, some nonmembers, the national office, and posted on the website.

#### **Regional Conference**

The Regional Coordinator and Regional Conference Coordinator are jointly responsible for the Regional Conference. Both must work to plan, promote, and present sessions at the conference. The RC will chair the business meeting; the RCC will preside over conference sessions (unless otherwise planned). The following activities must occur at the regional conference:

1. Promote NAGPS fall conference, web site, GPSA week, special activities
2. Obtain attendee information, both email and postal
3. Elect new regional officers and send contact information to the national office
4. Select a site and host for next year's conference

5. Take minutes at the regional business meeting; send to the national office

Much more information on planning a Regional Conference may be found in the Regional Coordinator Handbook.

### **Recruitment and Retention**

A region is only as strong as its members. It will be to your benefit to recruit new members, retain current members, and provide a plethora of information to all. Recruitment and retention both depend on communication. Call the schools in your region, talk to GSA presidents or students just forming a GSA, and ask what would help them in their campus struggles. Then try to meet those needs by sending them a personal reply, NAGPS publication, or information garnered over the Officers List. A quick response or personal attention may convince the GSA leader that NAGPS really is a great organization, one which they want to join. Sign them up!

Here are some pointers for making sure that membership efforts are successful:

1. ALWAYS follow up any communication, especially regional conference, membership & fundraising contacts, with personal phone calls to the GSA leader(s). Personal calls make a great impact particularly considering the effort involved.
2. ALWAYS make multiple follow up calls, especially close to any "deadlines" (conference, fundraising, membership), since many GSA leaders often leave such matters to the last minute.
3. ALWAYS be prepared to answer questions about NAGPS including "what have you done for us lately" type questions. Long-standing members ("institutional memory" for NAGPS) or the Executive Director can generate lists of past accomplishments from the last two years, if you need them (actual items, not just resolutions). Also, include services in that list - Student Advantage (SA) for those schools near major "SA cities," the health insurance policy (including the , option of having the provider come out to help set up a policy tailored for that school's graduate and professional student population), GPSA Week, etc.
4. As you already know, pitch Affiliate membership to the Graduate Dean's office(s) at schools, including ones of Member

GSA's. You can pitch it as a way to keep in touch with the pulse of graduate & professional student thinking nationwide. **HOWEVER**, you should also consider pitching it to groups that have educational missions that are not traditionally schools - like Foundations, or "Centers" or other Educational Institutions. Hey, how about state governments? They pay for memberships, like any other group, so why not them? It's worth a try! This is especially true now that we are selling banner ads on our web site.

5. It helps to ask GSA leaders, when you contact them, what THEY would like to see NAGPS do. These notes would become valuable assets for us in future service building and promotion. Please forward these to the other RC's as soon as possible (probably through the Membership Committee electronic mailing list).
6. FINALLY, watch the hard sell or the "hard press" since many GSA leaders get that all the time. It's better to "listen" and converse about graduate and professional issues, slipping in the benefits of NAGPS throughout the discourse.

### **Representation**

Each Region and its members looks to you to represent its interests on the Board of Directors, and in many ways, RCs are to NAGPS what Senators are to the U.S. Congress. You have a specific "constituency" with specific needs and desires, and you are their "representative" which carries forth those needs and works to include them in NAGPS' deliberative process at each Board meeting where decisions are made.

Clearly, communication, as discussed above is paramount in carrying out your representative function well, but so too is a view of yourself and your activities as acting on behalf of the NAGPS members you represent. If your "constituents" see you as an effective advocate on their behalf, and someone who sees that their needs are met, all of the other functions of being a Regional Coordinator will fall into place -- membership renewal and recruitment will become easier, people will naturally volunteer to help out and take on new projects, fundraising efforts will be heard and considered, and your Regional Conferences will be well attended and of value.

**BYLAWS:**

**B. The Regional Coordinators shall:**

1. be responsible for the recruitment and retention of members within their region;
2. provide monthly updates on NAGPS activities to members within their region via their electronic Regional discussion list, and/or the production of a Regional newsletter comparable to the monthly reports of the President;
3. represent interests of the members of their Region to the Board of Directors;
4. coordinate efforts of regional and state volunteers;
5. be responsible for appointing a person to act as proxy for that region in writing, who is not a Board member and a member of that region, by electronic mail or phone, subject to 2/3 approval of members of that region in good standing at a duly called regional meeting. If no proxy is given, or if the proxy is not approved by the region, the region may, by a 2/3 majority of regional attendees at a conference, appoint a temporary voting representative to the Board until the duly elected regional coordinator arrives.

## **LEGISLATIVE CONCERNS CHAIR**

### **The Role of the Board of Directors**

The Board of Directors is the primary policy-making body of the Association, and is ultimately responsible for the success or failure of the Association. Elected by the membership directly, the Board is empowered to make all the decisions necessary to carry out the directives of the membership passed each year at the National Conference or at Regional Conferences. The Board of Directors also provides broad policy direction to hired professional staff members, leaving the implementation to the individual staff members' expertise. Finally, the Board serves as a representative authority, seeking out member needs and creating innovative new ways to meet them. In all such activities, the Board should be guided by the desire to do what is best for the long-term interests of the Association.

### **Bylaws: Section 3. Duties**

B. The Board of Directors shall:

1. manage NAGPS by the stated purposes of Article I, Section 2, of the Constitution;
2. set a date and location for the Annual National Membership Meeting, at least 120 days before the Meeting;
3. schedule general meetings for the Board of Directors;
4. establish dues and membership guidelines;
5. appoint ad hoc committees;
6. review and approve the Chair of each ad hoc committee;
7. review and approve the budget and plan of activities submitted by each region and committee;
8. prepare a monthly report summarizing the activities of each Director to be distributed to the appropriate constituencies.

### **BYLAWS:**

B. Committee Chairs shall:

1. be responsible for coordination of NAGPS' efforts regarding Committee issues at the national level;
2. advise the Board of Directors on issues of concern to their Committees;
3. represent interests of the members of their Committee to the Board of Directors;
4. provide regular updates on NAGPS activities to the members of their Committee via their electronic Committee discussion list, and/or the production of a Committee newsletter;

A. Committee Chairs shall issue an annual report and a financial statement, if appropriate, at the Annual National Membership Meeting.

B. Each Committee Chair shall prepare a report and submit it via e-mail or mail to the secretary by the day that occurs 14 days prior to the BOD meeting.

C. Any Committee Chair who fails to participate in at least 2 BOD meetings may be considered in nonfeasance.

### **Section 2. Legislative Concerns Committee**

A. The Legislative Concerns Committee shall be composed of the Legislative Concerns Committee Chair, and any NAGPS members in good standing who indicate interest in serving on the Committee.

B. The Legislative Concerns Committee shall monitor pending federal legislation, recommend advocacy efforts, issue policy statements, provide analysis, and issue calls to action when needed. The Committee shall assist NAGPS in the development of its Legislative Platform each year, for presentation at the Annual Membership Meeting, and coordinate grassroots efforts to support NAGPS' legislative mission.

## **EMPLOYMENT CONCERNS CHAIR**

### **The Role of the Board of Directors**

The Board of Directors is the primary policy-making body of the Association, and is ultimately responsible for the success or failure of the Association. Elected by the membership directly, the Board is empowered to make all the decisions necessary to carry out the directives of the membership passed each year at the National Conference or at Regional Conferences. The Board of Directors also provides broad policy direction to hired professional staff members, leaving the implementation to the individual staff members' expertise. Finally, the Board serves as a representative authority, seeking out member needs and creating innovative new ways to meet them. In all such activities, the Board should be guided by the desire to do what is best for the long-term interests of the Association.

### **Bylaws: Section 3. Duties**

C. The Board of Directors shall:

1. manage NAGPS by the stated purposes of Article I, Section 2, of the Constitution;
2. set a date and location for the Annual National Membership Meeting, at least 120 days before the Meeting;
3. schedule general meetings for the Board of Directors;
4. establish dues and membership guidelines;
5. appoint ad hoc committees;
6. review and approve the Chair of each ad hoc committee;
7. review and approve the budget and plan of activities submitted by each region and committee;
8. prepare a monthly report summarizing the activities of each Director to be distributed to the appropriate constituencies.

### **BYLAWS:**

C. Committee Chairs shall:

5. be responsible for coordination of NAGPS' efforts regarding Committee issues at the national level;
6. advise the Board of Directors on issues of concern to their Committees;
7. represent interests of the members of their Committee to the Board of Directors;
8. provide regular updates on NAGPS activities to the members of their Committee via their electronic Committee discussion list, and/or the production of a Committee newsletter;

D. Committee Chairs shall issue an annual report and a financial statement, if appropriate, at the Annual National Membership Meeting.

E. Each Committee Chair shall prepare a report and submit it via e-mail or mail to the secretary by the day that occurs 14 days prior to the BOD meeting.

F. Any Committee Chair who fails to participate in at least 2 BOD meetings may be considered in nonfeasance.

### **Section 4. Employment Concerns Committee**

A. The Employment Concerns Committee shall be composed of the elected Employment Concerns Committee Chair, and any NAGPS members in good standing who indicate interest in serving on the Committee.

B. The Employment Concerns Committee shall plan and formulate action concerning the issues of employment during and after the attainment of a graduate/professional degree.

## **PUBLIC RELATIONS CHAIR**

### **The Role of the Board of Directors**

The Board of Directors is the primary policy-making body of the Association, and is ultimately responsible for the success or failure of the Association. Elected by the membership directly, the Board is empowered to make all the decisions necessary to carry out the directives of the membership passed each year at the National Conference or at Regional Conferences. The Board of Directors also provides broad policy direction to hired professional staff members, leaving the implementation to the individual staff members' expertise. Finally, the Board serves as a representative authority, seeking out member needs and creating innovative new ways to meet them. In all such activities, the Board should be guided by the desire to do what is best for the long-term interests of the Association.

### **Bylaws: Section 3. Duties**

D. The Board of Directors shall:

1. manage NAGPS by the stated purposes of Article I, Section 2, of the Constitution;
2. set a date and location for the Annual National Membership Meeting, at least 120 days before the Meeting;
3. schedule general meetings for the Board of Directors;
4. establish dues and membership guidelines;
5. appoint ad hoc committees;
6. review and approve the Chair of each ad hoc committee;
7. review and approve the budget and plan of activities submitted by each region and committee;
8. prepare a monthly report summarizing the activities of each Director to be distributed to the appropriate constituencies.

### **BYLAWS:**

D. Committee Chairs shall:

9. be responsible for coordination of NAGPS' efforts regarding Committee issues at the national level;
10. advise the Board of Directors on issues of concern to their Committees;
11. represent interests of the members of their Committee to the Board of Directors;
12. provide regular updates on NAGPS activities to the members of their Committee via their electronic Committee discussion list, and/or the production of a Committee newsletter;

G. Committee Chairs shall issue an annual report and a financial statement, if appropriate, at the Annual National Membership Meeting.

H. Each Committee Chair shall prepare a report and submit it via e-mail or mail to the secretary by the day that occurs 14 days prior to the BOD meeting.

I. Any Committee Chair who fails to participate in at least 2 BOD meetings may be considered in nonfeasance.

### **Section 5. Public Relations Committee**

A. The Public Relations Committee shall be composed of the Public Relations Committee Chair and any NAGPS members in good standing who indicate interest in serving on the Committee.

B. The Public Relations Committee shall work to ensure that NAGPS members are informed of NAGPS events and notices, assisting the Information Exchange Coordinator. The committee will promote NAGPS among members, sponsors, and media, with the responsibility to represent NAGPS with distinction, professionalism and courtesy.

## **SOCIAL JUSTICE COORDINATOR**

### **The Role of the Board of Directors**

The Board of Directors is the primary policy-making body of the Association, and is ultimately responsible for the success or failure of the Association. Elected by the membership directly, the Board is empowered to make all the decisions necessary to carry out the directives of the membership passed each year at the National Conference or at Regional Conferences. The Board of Directors also provides broad policy direction to hired professional staff members, leaving the implementation to the individual staff members' expertise. Finally, the Board serves as a representative authority, seeking out member needs and creating innovative new ways to meet them. In all such activities, the Board should be guided by the desire to do what is best for the long-term interests of the Association.

#### **Bylaws: Section 3. Duties**

E. The Board of Directors shall:

1. manage NAGPS by the stated purposes of Article I, Section 2, of the Constitution;
2. set a date and location for the Annual National Membership Meeting, at least 120 days before the Meeting;
3. schedule general meetings for the Board of Directors;
4. establish dues and membership guidelines;
5. appoint ad hoc committees;
6. review and approve the Chair of each ad hoc committee;
7. review and approve the budget and plan of activities submitted by each region and committee;
8. prepare a monthly report summarizing the activities of each Director to be distributed to the appropriate constituencies.

#### **BYLAWS:**

E. Committee Chairs shall:

13. be responsible for coordination of NAGPS' efforts regarding Committee issues at the national level;
14. advise the Board of Directors on issues of concern to their Committees;
15. represent interests of the members of their Committee to the Board of Directors;
16. provide regular updates on NAGPS activities to the members of their Committee via their electronic Committee discussion list, and/or the production of a Committee newsletter;

J. Committee Chairs shall issue an annual report and a financial statement, if appropriate, at the Annual National Membership Meeting.

K. Each Committee Chair shall prepare a report and submit it via e-mail or mail to the secretary by the day that occurs 14 days prior to the BOD meeting.

L. Any Committee Chair who fails to participate in at least 2 BOD meetings may be considered in nonfeasance.

#### **ByLaws: Section 6. Social Justice Committee**

A. The Social Justice Committee shall be composed of the Social Justice Coordinator and any NAGPS members in good standing who indicate an interest in serving on the committee.

B. Social Justice Committee Shall: Monitor national campus issues and legislative developments that affect the ability of graduate and professional students to study and research. Contact diverse groups of campus and national graduate organizations to inform them of NAGPS. Oversee the gathering and distribution of information relevant to diverse groups. Promote involvement from organizations and individuals representing diverse lifestyles in NAGPS. Formulate resolutions, support legislative bills, and create awareness and acceptance of different ideas or points of view at the local, regional, and national levels. Support the needs and interest of non-traditional and under-represented groups. The Social Justice Coordinator shall chair the Social Justice Committee.

## **INTERNATIONAL STUDENT CONCERNS CHAIR**

### **The Role of the Board of Directors**

The Board of Directors is the primary policy-making body of the Association, and is ultimately responsible for the success or failure of the Association. Elected by the membership directly, the Board is empowered to make all the decisions necessary to carry out the directives of the membership passed each year at the National Conference or at Regional Conferences. The Board of Directors also provides broad policy direction to hired professional staff members, leaving the implementation to the individual staff members' expertise. Finally, the Board serves as a representative authority, seeking out member needs and creating innovative new ways to meet them. In all such activities, the Board should be guided by the desire to do what is best for the long-term interests of the Association.

### **Bylaws: Section 3. Duties**

F. The Board of Directors shall:

1. manage NAGPS by the stated purposes of Article I, Section 2, of the Constitution;
2. set a date and location for the Annual National Membership Meeting, at least 120 days before the Meeting;
3. schedule general meetings for the Board of Directors;
4. establish dues and membership guidelines;
5. appoint ad hoc committees;
6. review and approve the Chair of each ad hoc committee;
7. review and approve the budget and plan of activities submitted by each region and committee;
8. prepare a monthly report summarizing the activities of each Director to be distributed to the appropriate constituencies.

### **BYLAWS:**

F. Committee Chairs shall:

17. be responsible for coordination of NAGPS' efforts regarding Committee issues at the national level;
18. advise the Board of Directors on issues of concern to their Committees;
19. represent interests of the members of their Committee to the Board of Directors;
20. provide regular updates on NAGPS activities to the members of their Committee via their electronic Committee discussion list, and/or the production of a Committee newsletter;

M. Committee Chairs shall issue an annual report and a financial statement, if appropriate, at the Annual National Membership Meeting.

N. Each Committee Chair shall prepare a report and submit it via e-mail or mail to the secretary by the day that occurs 14 days prior to the BOD meeting.

O. Any Committee Chair who fails to participate in at least 2 BOD meetings may be considered in nonfeasance.

### **By-Laws:**

#### **Section 3. International Student Concerns Committee**

A. The International Student Concerns Committee shall be comprised of the International Student Concerns Committee Chair, and any NAGPS members in good standing who indicate interest in serving on the Committee.

B. The International Student Concerns Committee shall monitor campus issues and legislative developments that affect the ability of graduate and professional students from other countries to study in the United States. The committee shall work to ensure that international students are well-informed, fairly treated, and able to participate in the governance of NAGPS.