

T H E N E T W O R K
P R O F E S S I O N A L
A S S O C I A T I O N

CHAPTER HANDBOOK

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Section 1: Introduction

Professional organizations are successful when all parties involved receive some measure of value from the efforts and/or funds they invest. Conversely, the parties involved must expend efforts and/or funds in make the organization successful. The perceived value and expended efforts can be very different for each party. Members may want professional contacts and discounted training for the cost of their membership. Sponsors usually want access to professionals that make or influence purchasing decisions in exchange for providing a meal and a presentation. Local or National leaders may wish to gain leadership experience or content for their resume in return for helping manage the organization. Whatever the motivation, each individual must be rewarded appropriately.

The success of the Network Professional Association depends upon the satisfaction of the members. To a great extend, the satisfaction of the members is dependent upon the success of the chapters. This handbook is intended to provide as much information as possible to assist local leaders with the successful establishment and operations of local NPA Chapters.

This handbook is a set of guidelines, not regulations. As such, this document is dynamic and will change over time. In addition, this document is dependent upon, and must be used in conjunction with the Bylaws, Policies, and Procedures of the NPA. It is the responsibility of the chapter leader to check with the NPA Executive Office, Board of Directors, and/or the NPA web site for the most current documents and procedures.

NPA Members, Chapter Leaders, and the Board of Directors produce and maintain this handbook. As such, it is subject to a normally acceptable level of errors, inconsistencies, and misunderstandings. If you, as the reader, find errors, inconsistencies, or do not understand any portion therein, please contact the Executive Office or the Board of Directors for clarification or correction. Your input and comments are very welcome.

A complete overview, history, mission, structure, and details of the services provided by the National Association and the Executive Office can be found in the *NPA Members Handbook*.

The version of this handbook is located on the cover page. This version number corresponds directly with the date of last revision.

Section 2 is a comprehensive discussion about the purpose behind Chapters and Membership that will hopefully answer many questions.

Section 3 is intended for those wishing to start a chapter.

Section 4 is the core information needed by Chapter Leaders in order to operate a successful chapter. This section contains most of the procedures as well as many good ideas for keeping the local members involved with the chapter.

Section 5 outlines what the Chapter Leaders can expect from the Executive Offices in terms of support and services.

Section 6 outlines the Financial Policies and Procedures a Chapter needs to follow.

Section 7 gives information about the procedures for dissolving or splitting a chapter.

Appendix 1 provides Contact information for the Executive Office of the NPA.

Appendix 2 and 3 provide necessary forms for starting and maintaining a Chapter.

Section 2: Purpose of Chapters

Some of the stated objectives of the Association are to unite computer industry professionals throughout the world, to identify and meet the networking and career needs of these professionals, and to identify and to meet their education and training needs. One very good way to meet these objectives is through another stated objective of the Association: to establish a worldwide network of Chapters.

Belonging to a Chapter, participating in its activities, and associating with others who have similar professional interests is one of the main benefits of membership in the Association. This document outlines the policies and procedures that govern chapters of the NPA. The Association encourages the formation and development of local network professional groups, organized in local chapters in a consistent manner with the Articles of Incorporation, Bylaws, and Policies and Procedures of the Association.

1. What is an NPA chapter?

An NPA Chapter is an organized meeting of network computing professionals having at least 5 NPA members present. The audience may also contain non-members, vendors, educators etc relevant to the network computing professional. Each chapter draws its members from a defined geographic area. The NPA chapter provides a local association entity for individuals. The chapter is a place where individuals are involved in activities and information exchange with fellow NPA professionals. The NPA chapter is one of the best places to meet other network professionals and to make business and career contacts.

Local NPA member volunteers manage the NPA Chapter. Every chapter must have a minimum of four officers: president, vice-president, treasurer, secretary. The officers are overseen, responsible to and provided for by the Network Professional Association. The Chapter officers and planning team establish a chapter budget, calendar and provide for local events.

2. Why would one want to start a chapter?

NPA Chapters are started for various reasons:

- A desire of a few network professionals to get together and share with other network professionals. The networking of people is one of the finest opportunities a chapter can provide.
- An educator who loves to share
- A catalyst for good business and career leads or contacts
- Inexpensive education program
- A stepping stone from formal education or a prior career into network computing
- Fulfills the need for a public volunteer participation program for many companies
- Time to get away from the job, sometimes a lunch on company time

Every chapter has dedicated leaders looking to contribute something and to take something away from having a successful chapter. Whatever you bring to the table, an active chapter will bring you energy and rewards.

3. What are the perks of running a chapter?

Most of us do not start or work in a chapter seeking personal benefit but everyone benefits from the experience. Simply stated the number of people you meet and the resources they bring with them are invaluable, a reward in themselves. Your sphere of influence grows. You recognize where and how to obtain people and resources you need. Being a leader is some of the best education you can get. In fact, because you are a leader you select and direct the direction of the chapter to meet many of your personal interests. Many of the best chapter events occur because a leader has a personal interest in the topic, product or atmosphere that the event brings. How many times have you desired to learn about a product but not want to endure a one-on-one sales pitch?

As network professionals we desire to work with people of similar business interests and practices, ethical, moral people. People who donate their time to volunteer in a chapter are those people. As a leader you surround yourself with people in common with you.

Discounts, goods, invitations, jobs – any of these things and more will cross your path as you work within the chapter to provide for the members at large. Did we mention business experience and advanced people skills? Marketing, budgets, project management are all parts of a chapter's activities. At times you will find yourself as both the buyer and seller as vendors solicit you and you them.

At some time you may receive extra recognition, liaison to other organizations, quotations in articles, or preside or be guest of honor at events. For those of us working in corporate America, do not forget the recognition of a CEO for your leadership in a public organization outside your company.

4. What are the issues of starting and running a chapter?

Starting and maintaining an NPA Chapter takes leadership, individual and group commitment, initiative, and cooperation. It also requires funding and a commitment by local businesses to support the local chapter. As with any volunteer organization, there is a large time commitment to make a chapter successful. The Chapter Leaders, as well as the members, share the time commitment making it very manageable. To maintain the status of an official NPA chapter, a minimal number of items and reports are required to be provided to the Association each year.

The single task to manage in any given year is execution of chapter events. A lot can occur leading up to and surrounding a chapter event. Volunteers work together to provide advertising, coordinate vendors, build membership and bring excitement and energy to each event. Successful events create the vibrant chapter environment and draws new leaders and volunteers able and willing to share in the chapter operations.

5. What does NPA provide to a chapter?

Chapters are the life of NPA. They are where the most volunteers reside, where the power of numbers really make a difference. NPA provides to all chapters a corporate umbrella as an IRS Section 501(c)(6) professional association. In addition to the protections provided under the federal Volunteer Protection Act of 1997 which grants immunity from personal liability to those who volunteer for nonprofit organizations, NPA carries an umbrella of insurance coverage for leaders and chapters.

NPA provides financial and management services to chapters and members. Through the use of budget planning and revenue sharing, NPA and its chapters are able to participate in opportunities beyond the local community. Examples of these opportunities are access to regional and national vendors, shows and events, web site and web chapter management tools, group advertising, the leverage of group negotiations and national recognition by industry leaders.

To each chapter the Network Professional Association provides:

- Advertising materials
- NPA promotion items
- NPA – Industry joint leadership opportunities.
- Banking services
- Finance and bookkeeping services
- Cash Controls
- Web services – hosting, email broadcast
- Conference services
- Interim funding

- Chapter Web page(s), chapter URL, and email address(es)
- Publishing opportunities in the Network Professional Journal
- Seat on the NPA Board of Directors

6. Mission of a Chapter

The mission of a Chapter is to:

- Unite Association members in a geographical region or by special interest, and provide them with opportunities for interpersonal interactions.
- Establish, promote, and uphold standards of professionalism among Association members.
- Encourage adherence to the Association's Code of Ethics.
- Provide Association members with opportunities to meet business contacts and vendors of advanced networking technologies on a local and national basis.
- Provide Association members with opportunities to preview advanced networking technologies.
- Help identify and meet the continuing education and training needs of Association members.
- Promote network computing in local industry through chapter interaction with local businesses.
- Promote opportunities for leadership and professional development.

7. Leadership Rewards

Leadership in positions in the Network Professional Associations does require extra effort and accomplishment. Such dedication to the Association and its members is rewarded by the NPA.

For any new chapter following the successful transition by elections to a second year of leadership officers, each leader who founded the chapter and is still actively involved in NPA at the end of the second year will receive a bonus of two years of bonus NPA membership.

All chapter officers with 10 months or more continuous service as an active officer and NPA member receive a 50% membership bonus when renewing membership.

Chapter Presidents of continuing chapter with successful transition by elections to a new year of leadership officers, who remains actively involved as "past president" for one year following their presidency, will receive a one year bonus NPA membership.

Additional Chapter or Leadership rewards may be available through the NPA Membership Office.

Section 3: Establishing an NPA Chapter

Local and virtual chapters are central to the fulfillment of the NPA's objectives. Through these chapters, NPA members communicate with other network professional's. In addition, NPA members receive continuing education and training in technical areas, and professional skills and techniques.

Individuals wishing to start an NPA Chapter are required to complete the required forms to become registered with the NPA. Chapter Leaders are required to abide by the NPA Bylaws and Policies and Procedures. However, within the framework of these documents local chapters are given a great deal of latitude and flexibility to design and implement programs that promote the mission of the organization and meet the needs of the local membership.

Given the unique challenges that a volunteer organization presents, successful NPA chapters recommend that the following steps be taken to effectively organize and implement a leadership structure and resource offering.

Jump Start the Organizational Process, Create a Successful Chapter in 90 days

There are probably many ways to kick-off a chapter. It can be simple or complex but the basics are straight forward – just keep the ball rolling:

- Officially inform NPA of your intention and have a coordinator assist you.
- Start a steering Committee
 - Collect 3 to 7 NPA members to serve as the steering committee.
 - Collect 1 to 3 vendors or local businesses as sponsors.
 - Everyone commit to supporting the effort for a minimum of one year.
- Have a startup or organizational meeting
- Submit your chapter plan to NPA for approval, include
 - A budget.
 - Planned schedule of activities.
 - The steering committee's commitment.
- Find a location and begin regular scheduled meetings
- Elect chapter Officers
- Cover your costs; do not over extend
- Develop a Master Plan

1. Support from the NPA Executive Office

Once the decision is made to start a new chapter, contact the NPA Executive Office. This initial step will place you in contact with a coordinator. The NPA Executive Office can provide you with many of the information and resource materials you need to become an active member of the NPA and to establish and maintain a chapter. Contact information for the NPA is located on the Association website: www.npa.org.

The NPA can supply your new chapter with a "Planning Kit" Which includes:

- Chapter Handbook
- Member Handbook
- First Year Chapter Package consisting of:

1. A mentor to assist you in planning your first meeting.
2. A list of all active members in your area.
3. A \$1,000 budget to assist with funding a suitable location for your first two meetings, refreshments for your meetings, and any advertising/marketing fees.
4. Door prizes/giveaways for your first two meetings.
5. A Chapter Leader or Board Member onsite at your first chapter meeting.
6. Access to the NPA email system to send email blasts to current and potential members in your area informing them of the upcoming meeting prior to your meeting.

2. Organize a Steering Committee

A Steering Committee is very helpful in accomplishing the tasks necessary to successfully start a chapter.

Read and understand this section thoroughly. If you have any questions, contact the Executive Office for further information.

- Form a steering committee of interested and enthusiastic network professional's to care for the logistics of organizing an NPA chapter. Choose individuals that are accomplished, oriented and have a track record of completing commitments.
- Divide responsibilities for the execution of the initial meeting among steering committee members (*refer to Section 4.1 for ideas on how to divide the responsibilities*). The steering committee will function until an executive committee is elected. Steering committee members may become candidates for executive committee positions.
- Seek the support of local vendors. They are an excellent source of information and resources and may be able to provide the chapter with a meeting location, refreshments, and financing for the start-up meeting. Vendors can play a critical role in providing groups with financial and logistical support.
- Assign deadlines to all tasks and follow-up on those deadlines.
- Contact other Chapter Presidents for guidance on starting a chapter and ideas for meetings and sponsors.

3. New Chapter Startup Meeting

Preparation

Many chapters find it beneficial to hold a startup meeting. The startup meeting can be used to establish the first presence in the community. It provides an opportunity for more IT professionals and sponsors to express their interest in the new chapter. Several tasks must be accomplished prior to holding a startup meeting, including, but not limited to, the following.

- Find a location to hold a meeting, hopefully at a networking vendor office or other local business.
- Arrange for refreshments or a light meal.
- Send a mailing to network professionals and businesses in the local area announcing the formation of an NPA chapter. This mailing should contain a notification of the chapter organization, an invitation to the start-up meeting, and other introductory information about the chapter and the NPA.
- Develop an agenda for the Startup Meeting (see below).

The NPA *First Year Chapter Package* arms you with resources to hold a start-up meeting:

- Reimbursement for reasonable expenses incurred in securing a meeting facility and for light refreshments for the meeting. (*See Financial Policies and Procedures.*)

- NPA literature and presentation materials.
- Contact with other successful Chapter Presidents and a mentor for guidance and support.
- Advertising and door prizes
- Official representation from NPA

Suggested Agenda

The agenda for the start-up meeting should include the following:

- Introduction/Welcome
- Presentation about the Association and distribution of the NPA Mission Statement, member applications and other materials. The Association will provide the materials for this presentation.
- Presentation of the non-elected steering committee.
- Identification of and call for volunteers to run for chapter leadership positions. *(Please see Section 4.1 for more information about chapter leadership positions.)*
- Determine the viability of a chapter based on the interest of the attendees in volunteering for leadership positions.
- Open the floor for nominations and elections. Positions will be for three months during the start-up phase. During this time, the International organization will offer support, and local members will send in applications. All positions are voluntary, and every position need not be filled to start the Chapter. After the start-up period of two to three months, regular elections may take place. Only members may be nominated and/or vote. A one-year commitment for authorized positions is suggested but not required.
- Decide on a meeting place and time for the NPA local chapter meetings. Ideally, all meetings should be held at a no-cost facility. Check with local colleges, universities, or businesses. Banks usually have meeting rooms available for non-profit organizations. Ask anyone attending if they have an office or Boardroom available. Education Centers in your area are often available.
- Once a meeting time and location have been determined, this information should be presented in a letter of intent to form a local chapter to the Executive Office. The office will coordinate a mailing for the chapter meeting announcement upon request.
- Start an informal discussion of network professional's' desires and expectations relative to the functioning of the group. Emphasize that members are to determine the direction and activities of the group.
- Time for socializing and personal networking.

Don't be concerned if all of the above is not accomplished during the initial meeting. Take the organization of the group at a comfortable pace. It may be necessary to hold elections at a subsequent meeting. At the other end of the spectrum, you may have the steering committee sufficiently organized before the start-up meeting to be able to forego several of the agenda items listed above, and insert a vendor sponsored technical presentation.

Hold the Start-up Meeting

Following are some suggestions for the day of the meeting.

- Arrive early and make sure that the room is prepared for the meeting and that refreshments or meals are ready.
- Have a sign-in sheet prepared and ready for attendees.
- Welcome guests as they arrive and answer questions as needed. Introduce your sponsor contact to potential members, if you have one.

- Have NPA membership information and applications available. Encourage attendees to become NPA members.
- Thank your sponsor publicly in front of the attendees at the end of the meeting.
- Fill out the applications and forms provided in the Appendices.

4. Application and Organization of a Chapter

The process of organizing a Chapter begins when one or more NPA members call, write, or fax the Executive Office for information on organizing a chapter. These individuals may have developed an interest on their own or in response to promotional efforts made by the Association.

The Process

1. The interested member is given general informal information as to the process and location of web materials (located on the NPA web site - under chapter resources, and an NPA coordinator contact. This may be an Executive Office staff member or an NPA leader volunteer.
2. When the Executive Office receives a request to organize a Chapter, it performs an informal "pre-screen" to determine:
 - The local area in which the person lives and works.
 - The existence of a chapter in the local area.
 - The number of network professional's in the local area.
 - The availability of NPA resources to support the chapter.

If a chapter already exists, the person is given the information needed to contact local chapter officers.

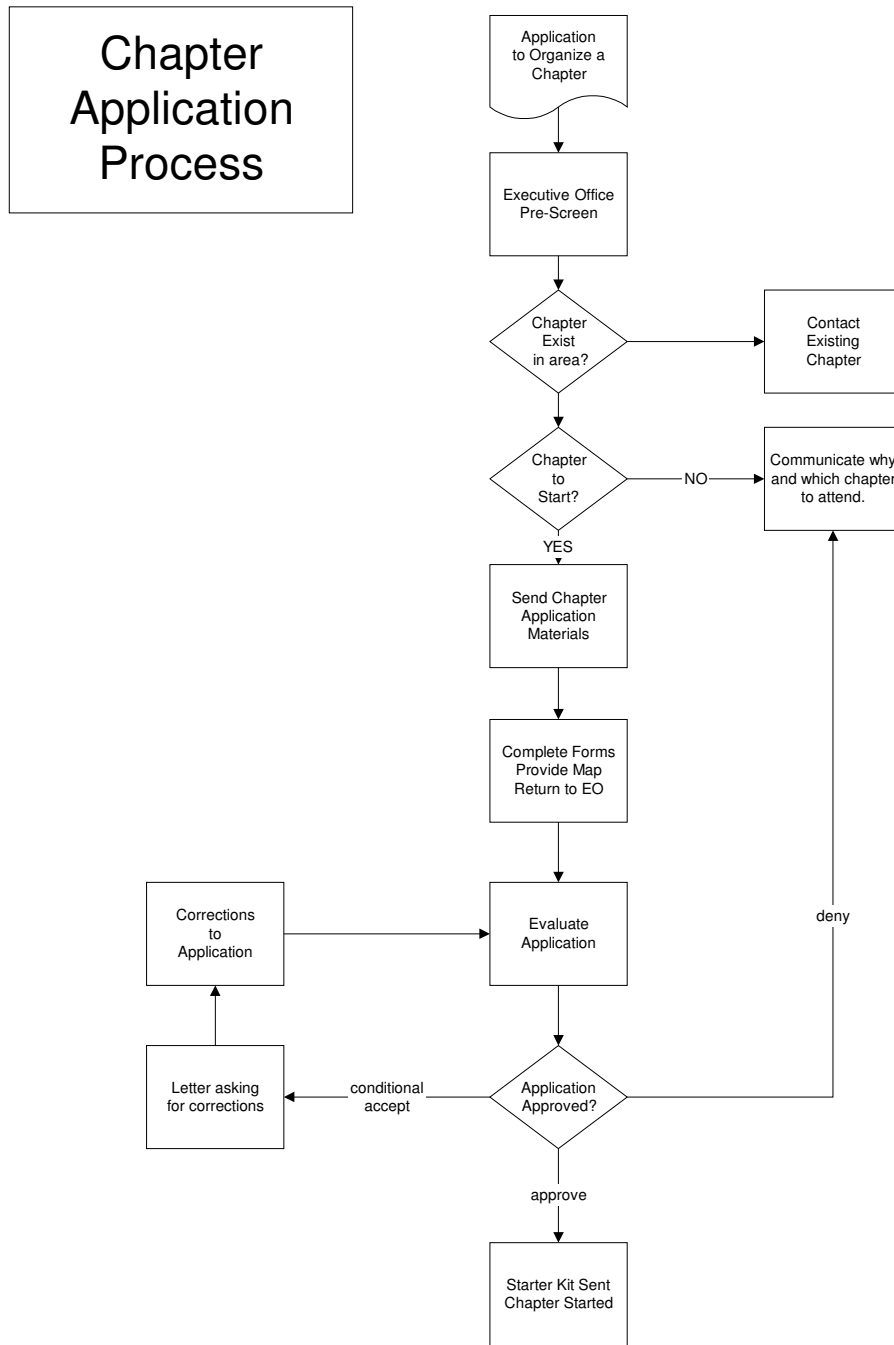
3. When the pre-screening process shows it is advisable to organize a chapter in the area, the Executive Office sends the applicant a letter of affirmation along with instructions and a Chapter Planning Kit. The letter of affirmation explains how to organize a chapter, locations of important chapter resources - the NPA Bylaws, forms, and logos and requests the return of certain information:
 - A completed Chapter Application form, including the proposed President, steering committee members, chapter name, and meeting location, individual's resumes and references, and the reasons for forming the chapter.
 - A map of the proposed geographical boundaries of the Chapter, including the Post Office zip codes and/or area codes defining the boundaries of the chapter.
 - An initial budget (Budget guidelines are discussed in Section 6).
 - Planned schedule of activities (Precursor to a Master Plan, see Section 5).
 - The steering committee's statement commitment.
4. The Association evaluates the chapter application based on the information submitted considering
 - Its proximity to other chapters.
 - Qualifications of the person, submitting the application and the proposed members of the appointed executive committee.
 - Any potential conflicts of interest. The Association desires to avoid situations where any single company may exert undue influence on a local chapter. For this reason not more than 50% of the persons listed on the application can be from the same or affiliated companies.

- Potential to succeed based on budget and plans provided.
5. The Association can make three decisions: a denial, a conditional acceptance, and an acceptance of the new chapter. The applicant will receive notice indicating the decision and any clarifying information required. Should the decision be one of conditional acceptance, the applicant is additionally informed of the matters that must be resolved before an acceptance is granted. Conditional acceptances are typically used when the application is incomplete, or when the proposed chapter would be in violation of Association Bylaws or Policies and Procedures. The letter informs the applicant of the steps needed to resolve the deficiencies and resubmit the application. When conditionally approved applications are resubmitted they are reviewed again. The desire of the Association is that all submissions prove to be acceptable and is very interested in providing support to enable this to happen.
 6. Approved Chapters shall be titled as the <geographical-name> Chapter. Members of the Association may not represent themselves as a Chapter of the Association until they have received formal notice that their Chapter has been approved.

All members residing within the chapter boundaries will become members of the new chapter. Members who live in the boundaries of one Chapter and work in the boundaries of another chapter may decide the chapter to which they belong. Members may change their choice at any time by informing the Executive Office.

When a Chapter is first organized, an executive committee, comprised of a President, Secretary, and Treasurer, will be approved by the Association to represent the Chapter. The appointed officers will preside over the Chapter until elections can be held. Elections to replace the appointed Executive Committee should be held no sooner than 3 months and no later than a year after the chapter is organized. If possible, the elections should be held during the time normally scheduled for Chapter elections. If that is not possible, the officers elected for the first year will serve a shorter term--until the next regularly scheduled elections.

The Bylaws of the NPA state the conditions, honors and benefits of members. Some attention to detail is required during election of offices as not all members may be eligible for all offices. For instance, Professional Members may hold any office or honor within the Association; Members shall not hold the chapter office of President nor serve on any National or International Committee without Board of Director approval; Student Members shall not hold any elected office except in student chapters nor serve on any National or International Committee without Board of Director approval.



5. Develop a Master Plan for the Chapter

Develop a Master Plan for the chapter that will include general goals for the chapter to accomplish during the following year. For more details and ideas, see “*Master Plan for the Chapter*” in the next section.

Section 4: Maintaining an NPA Chapter

Maintaining the successful operation of an NPA Chapter is an ongoing process. It takes the time and effort of a well organized Executive Committee. This section is dedicated to processes and procedures necessary to keep a chapter running smoothly.

1. Minimum Requirements to Continue

The key elements of a healthy chapter are the continued growth of chapter leadership and active participation by members. In order to support the mission and purpose of the chapter, a chapter needs to also focus on some functional goals:

- A profitable model which recognizes revenues and expenses.
- Growing NPA, membership and the individual chapter.
- Limiting liability and providing accountability.

To this end, certain minimum requirements are expected of each chapter. Through these minimum requirements, it is expected that a chapter will propel itself forward year after year. The minimum requirements to establish and continue a chapter are:

- Successful annual elections of leaders,
- 5 NPA Professional or Executive members in good standing,
- 2 identifiable Chapter Sponsors,
- Leaders accepted by NPA,
- Master Plan / Schedule of future events,
- Annual budget and Finance Report provided to and accepted by NPA,
- Copy of year's Chapter Executive Meeting Minutes accepted by NPA,
- 6 meetings/events per year,
- Copy of all event reports provided to and accepted by NPA,
- Best business practices and ethics,

2. The Chapter Executive Committee

[While the following executive committee structure stated below has been typical, an alternative structure/process which elects a 'president elect' who serves as 'apprentice' to the President then holds office the following year, is an acceptable alternative to President/Past President.]

An Executive Committee directs each Chapter. The Executive Committee consists of a minimum of five-elected chapter officers (unless the President is re-elected, then there are only 4): Past President, President, Vice-President, Secretary, and Treasurer. At the option of the local chapter, the Executive Committee may be expanded to include other appointed members according to the needs of the Chapter.

Each elected member of the Executive Committee serves for one year, beginning the first day of the calendar year after they are elected. The President serves on the Executive Committee for two years: as President and as the immediate Past President. Members may be re-elected to the same office, but may not serve in the same Executive Committee office for more than two consecutive terms.

Appointed members of the Executive Committee will serve for a specified amount of time. The length of time they serve, the authority they are granted, and the Executive Committee will determine the duties they perform.

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The five elected officers are the only voting members of the Executive Committee. Appointed members of the Executive Committee shall not have voting privileges.

No Executive Committee officer or member is to receive compensation for their services as committee member with the exception that member dues may be discounted or waived.

All members of the Executive Committee shall have the following general duties and powers:

1. Conduct, supervise, control and direct the affairs of the Chapter.
2. Raise funds for the Chapter.
3. Supervise the disbursement of the Chapter's funds.
4. Actively pursue the stated mission and objectives of the Association.
5. Encourage adherence to the Association's Code of Ethics.

Who may serve as Chapter Officer

Professional Members

- All Professional Members shall be equally privileged to hold any office or honor within the Chapter and may serve on committees of the Chapter to which they belong.

Member

- All Members shall enjoy all the rights and privileges of professional members except they shall not hold the chapter office of President without Board of Director approval.

Student Members

- Student Members shall not hold any elected office except in student chapters.

Executive Members

- All Executive Members shall enjoy all the rights and privileges of Professional Members except they shall not hold the chapter office of President without Board of Director approval..

Duties of the Officers

President

The President is the chief Executive Committee Officer and shall have the following duties:

- Serve as a member and attend meetings of the Associations' Chapter Leadership Council.
- Uphold and enforce the Association's Bylaws and Policies and Procedures.
- Serve as chairperson of the Executive Committee and preside at all meetings of the Executive Committee and of the chapter.
- Have general charge and supervision of the affairs and business of the chapter.
- Schedule meetings and prepare agendas.
- Organize special committees and appoint committee members as authorized by the Executive Committee.
- Report to the Executive Office on all chapter matters as needed or required. (*see the next section of Reporting Requirements*)
- Approve chapter expenses according to Association policies and review and sign all Chapter expense reports.
- Recommend members to serve on local and national committees.

- Participate in regional conference calls organized by the Regional Representative.
- Log on to the NPA electronic communication system at least once per week.
- Perform all other duties prescribed by the Executive Committee.

Past President

When a chapter President has completed his or her term of office, he or she remains on the Executive Committee for a year as the immediate Past President. If the President is re-elected, the duties of the Past President may be appointed to another committee member. The Past President has the following duties:

- Uphold and enforce the Association's Bylaws and Policies and Procedures.
- Be responsible for external relations, such as involving the Chapter in civic improvement projects and sponsoring special conferences and workshops.
- Serve as Chairperson of the Nominations Committee.
- Preside over the elections for Executive Committee officers.
- Be responsible for planning and controlling chapter fund raising activities.
- Perform any other duties prescribed by the Executive Committee.

Vice-President

The Vice-President of the chapter has the following duties:

- Uphold and enforce the Association's Bylaws and Policies and Procedures.
- Act for the President during absence or disability.
- Be responsible for monthly meetings and other internal administrative needs that may arise.
- Be responsible for planning and organizing special conferences and workshops.
- Perform such duties as are delegated by the President or the Executive Committee.

Secretary

The Secretary of the chapter has the following duties:

- Keep a record of the proceedings of the Chapter and the Executive Committee meetings.
- Keep an accurate historical record of all Chapter activities and significant events, including news releases and accomplishments of the Chapter and its members.
- Provide a copy of all records to the NPA Executive Office.
- Perform such duties as are delegated by the President or the Executive Committee.

Treasurer

The Treasurer of the chapter has the following duties:

- Encourage the members to pay their membership dues and assessments.
- Ensure that all funds raised by the Chapter are forwarded to the Association.
- Ensure that all Chapter funds are properly managed and disbursed in the best interest of the Chapter's members.
- Ensure that the Chapter files timely reports of receipts and expenditures with the NPA Executive Offices.
- Advise the Executive Committee regarding the finances of the Chapter.

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- Report on the financial condition of the Chapter at all meetings of the Executive Committee and at other times when called upon by the President.
- Oversee the preparation of an annual budget and any other special project budgets for the Chapter.
- Liaison with NPA financing and bookkeeper.
- Perform such duties as are delegated by the President or the Executive Committee.

Meetings of the Executive Committee

The Executive Committee of each Chapter must meet at least quarterly (monthly is recommended) to coordinate Chapter activities and plan future events. Special Executive Committee meetings may be called by the President or at the request of the majority of the Chapter officers by notifying each member of the Committee not less than 72 hours before the meeting is held.

A majority of the Executive Committee officers (the voting members) constitute a quorum. A quorum must be present at an Executive Committee meeting to transact Chapter business. Actions and decisions of a quorum of the Executive Committee are to be regarded as an act of the Executive Committee.

When Chapter business is put to a vote, each elected Executive Committee officer is to have one vote. Non-elected Executive Committee members do not have a vote. The voting rights of an officer may not be delegated to another member nor may be exercised by proxy.

The secretary of the Chapter (or someone appointed to act as secretary in the event of his or her absence) should keep detailed notes of the actions and decisions made at each Executive Committee meeting. At the beginning of each Executive Committee meeting the minutes of the prior Executive Committee meeting are to be read, corrected if needed, and approved.

Vacancies on the Executive Committee

Vacancies on the Executive Committee may arise for any of the following reasons:

- Executive Committee members may resign at any time by giving written notice to the Executive Committee. A resignation takes effect the day the resignation notice is received unless a later time is specified in the letter. Unless the resignation letter specifies otherwise, it is not necessary for the resignation to be accepted for it to take effect.
- Occasionally it may be necessary to replace a member of the Executive Committee or some other chapter officer due to death, illness, or injury. In addition, an Executive Committee member may be removed from their office if there is sufficient cause, such as failure to perform his or her duty. To effect such removal, at least three-fourths (3/4) of the elected members of the Executive Committee must vote for the removal at any regular or special meeting of the Executive Committee.
- Any chapter president supporting or initiating actions which are contrary to the By-laws or the written Policies and Procedures of the NPA empowers the Board of Directors to designate a new chapter president or force a chapter re-election.
- If an Executive Committee officer or member is absent from two consecutive regular meetings of the committee during a single administrative year, their seat on the committee shall be reviewed by the Executive Committee. The purpose of the review is to determine if the seat should be vacated or if the member should retain his or her seat on the committee.
- Any vacancy that occurs on the Executive Committee should be filled as soon as possible. If the office of chapter President is vacated, the Vice President will become the President and complete the President's term. A vacancy in any other elected office will be filled by appointment by the chapter president. The appointment must be approved by the majority of the Executive Committee. The term of office shall begin upon approval by the Executive Committee and expire on its normal expiration date.
- The Network Professional Association officer acting as Executive Director may replace or appoint chapter officers with cognizance of the NPA Board of Directors.

3. Standing Committees

Standing committees may be established by the Chapter Executive Committee to assist in the running of the Chapter. These committees may consist of the following.

Membership Coordinator (optional)

The membership coordinator is responsible for recruiting new members and promoting membership in the chapter, greeting attendees at all Chapter functions and managing the sign-in sheet, introducing new members to Chapter leaders and volunteers, providing guests with Chapter information, and issuing and collecting name badges at Chapter functions.

Communications Coordinator (optional)

The communications coordinator is responsible for maintaining the local Chapter mailing list sent by the Association, preparing a newsletter and other information on Chapter activities to send to Chapter members, and keeping the members informed about upcoming events.

Events Coordinator (optional)

The local events coordinator is responsible for: recruiting speakers for technical presentations; coordinating with other user groups to ensure that the same presentation or speaker is not presenting to both groups and that meeting times do not conflict; arranging for meeting facilities, including access to the facility and parking; arranging for and coordinating all presentation equipment; and assisting the Treasurer with all billing and invoicing functions for the event; coordinating all special social events for chapter members (such as parties and picnics); and assisting the technical coordinator in planning and presenting special seminars and workshops to educate members.

Technical Coordinator (optional)

The technical coordinator is responsible for helping members learn about new technological advances and changes in legal requirements, reviewing all presentations to make sure they are technical in nature and service an educational need rather than a marketing or sales need, and coordinating with the Local Events Coordinator on special seminars and workshops to educate members.

Chapter Lab Coordinator (optional)

The chapter lab coordinator is responsible for leading the efforts to obtain and manage a lab for the benefit of members.

Librarian (optional)

The librarian is responsible for maintaining a library of technical materials, software, training kits, etc.

Nominations Committee

The Nominations Committee is responsible for soliciting nominations from the chapter members at large to fill positions on the Executive Committee and Standing Committees, and to conduct the chapter elections. See *Chapter Elections* later in this handbook.

4. Chapter Reporting Requirements

In order for existing chapters to retain their status as an active chapter, the current Chapter Executive Committee will create and file the following information with the NPA Executive Office. This information will be delivered to the NPA Executive Office no later than March 1st each year.

Current Chapter Officers List

This list will contain the name, address, email address and member number of the person elected to each chapter office, as well as any members appointed to standing committees.

Chapter Contact and Mailing Address

Each chapter must provide a contact name and address for the chapter as a whole. It is highly recommended that the Chapter Contact and Mailing Address be one of the members of the Executive Committee.

Annual Master Plan for Chapter

Develop a Master Plan for the coming year as outlined in the following section.

Annual Budget for Current Year

Develop an annual budget based on the master plan using the format provided by the Executive Office. The annual budget will outline revenues and expenses for the chapter and is subject to approval by the Executive Office and the Board of Directors. *(See section 6.4 for details on developing a budget.)*

Financial Reports

The NPA Executive Office will provide a quarterly then annual financial report for all revenues and expenses for each chapter to be validated by the chapter executive committee.

Executive Meeting Minutes

Annually provide compiled executive meeting minutes to the Executive Office.

Meeting/Event Reports

Records of the proceedings of the Chapter and the Executive Committee meetings. An accurate historical record of all Chapter activities and significant events, including news releases and accomplishments of the Chapter and its members. Report includes who is in attendance, sponsors, and financial summary for event.

5. Master Plan for the Chapter

At the beginning of each year, the Executive Committee must develop a Master Plan for the Chapter. The Master Plan will include general goals for the chapter to accomplish during the following year and consequently help determine the funding needs. The outgoing Executive Committee is highly encouraged to participate in the development of the next Master Plan to help with consistency between years. Distribute this Master Plan to all Chapter members in order to stir interest in the activities, solicit ideas for new activities, and find sponsors for the activities.

Chapter Activities Schedule and Presentations

Activities are a major component of the benefits enjoyed by the members. Discuss and outline activities that will be planned for the coming year and how they will be accomplished such as:

- Chapter Meetings and Presenters
- Tours
- Lab Activities
- Trade Show Participation

Discuss and outline how sponsors can help defray the costs of the activities. Consider door entrance fees to cover 65% or more of the event costs. Limit advertising and expenses to 85% of the anticipated receipts for the event.

Attendance Goals

Based on the Meeting/Activities schedule, outline the attendance goals for each activity or meeting and a plan for attaining these goals.

Membership Goals

Begin by listing the number of current chapter members and when these memberships are due for renewal. Evaluate how many of the current members will likely renew. List your best guess as to how many renewals you anticipate.

Next, develop a plan for recruiting new members in your area and set a goal for how many new members the chapter will obtain. Assign responsibility for the plan to individuals willing to serve on a Membership Committee.

Keep track of results by getting regular membership information updates from the Executive Office.

Frequent and wide-spread publicity announcing activities, alerts network professional's in the community to the existence of a local chapter, increases vendor support for the chapter and its activities, and motivates members of the chapter to play a more active role in influencing the direction of the networking industry.

Outline what the chapter efforts will be to bring new members to the NPA. Recruiting efforts can include:

- Inviting students from local technical schools and training institutions to attend meetings and join tours.
- Participating in local trade shows to promote the benefits of membership.
- Local Print Media. Local newspapers and magazines may have free listings for not-for-profit organizations. Develop a working relationship with the editorial staff of these publications to respect lead times and to develop a quality advertisement. The NPA Executive Office can help you develop and place professional press releases and announcements.
- Vendors, dealers, distributors and resellers depend on maintaining existing customers and on acquiring new ones. They are in contact with network professional's who could benefit from participating in a local chapter. Ask vendors to post bulletins or notices at their places of business, and distribute literature at their trade show booth.

For further information on promoting your chapter to the public and media, please contact the Executive Office.

Member Communications

Outline what methods will be used to communicate information about upcoming activities to your local members and recruits. Outline the costs and who will be responsible for these tasks. These methods include:

- Email blasts
- Post card reminders
- Phone calling trees
- Local newsletters

Budget and Financing

Outline how the Master Plan activities will be financed, any financial contingencies, detail capital expenditures, and long-range projects requiring extended financing.

6. Chapter Meetings

One of the most important things that a local chapter can do is to have successful Chapter meetings — that is everyone leaves the meeting with a sense of fulfillment and satisfaction. No matter what the content or structure of your event, people need to enjoy themselves and take good feelings away with them. Successful meetings attract new members, encourage existing members to participate, and provide the ideal forum for the exchange of solution-oriented, problem-solving information among members. Chapter leaders must take time to prepare meetings that offer both breadth and depth.

The chapter leadership, particularly the President, must take time to prepare for meetings that offer a benefit to the members. The chapter leadership should meet periodically to develop and review meeting agendas for a six to twelve month time frame. The membership should also be given opportunity to brainstorm possible meeting topics, speakers and formats.

A significant part of creating a comfortable meeting environment is properly preparing the meeting facility for the speakers and the audience. Ask speakers about their audio-visual and computer needs in time to secure and set up requested equipment. Arrange for adequate seating and light refreshments, and inform attendees of smoking and fire regulations (or any other facility-imposed limitations or restrictions) at the outset of the meeting.

It is important to create a comfortable and pleasant environment in which Association members with diverse backgrounds and needs can exchange information, learn new skills, and get answers to questions they may have.

Strive for variety in both the format and content of each meeting. Above all, create a comfortable, fulfilling environment in which NPA members with diverse backgrounds and needs can exchange information.

Requirements

At a minimum, Chapters must have at least one Chapter meeting every quarter that is open to all members. However, it is recommended that Chapters have monthly meetings at set locations and times. The times and locations of the meetings are to be determined by the Executive Committee. Official minutes should be kept of all general meetings.

Members can be informed about the dates and times of the meetings in a number of ways:

- At each meeting of the Chapter, the meetings for the next three months should be announced.
- The chapter can send a mailing to all chapter members at least quarterly. Included in this mailing will be the chapter calendar as prepared by the leaders.
- The Chapter can call members on the phone or fax them notices. An automated fax procedure would be especially helpful to notify members of unexpected events such as having to cancel a meeting on very short notice.
- Many chapters maintain a web site to post updated chapter information.
- Contact the Executive Office for more ways to post your meeting information.

In no case is a meeting to be held without all members being notified at least one week in advance.

Official business may be transacted at any formally announced meeting of the Chapter. Items of business put to a membership vote will be approved by a majority vote of the voting members of the Chapter in attendance. Voting may be by secret ballot or by a simple show of hands. Voting by voice (for example, all in favor say, "Yes!") should not be allowed. In any case, the number of votes for and against each item of business should be counted and recorded by the Secretary in the official minutes of the meeting. If the voting is by secret ballot, the results of the voting should be announced to the members before the conclusion of the meeting.

Guests may attend one free meeting. All subsequent meetings will cost a minimum of \$35.

Sample Meeting Formats and Ideas

The following are several types of formats for membership meetings. While there is no requirement to follow these formats exactly, these methods have been used by successful chapters and are therefore proven to work well. More ideas will be added to this section as they are available. Please submit your suggestions and ideas to the Executive Office so they can be shared with other chapters

Evening Presentation Meeting

5:00-6:00 PM Social Hour/Dinner

6:00-7:00 PM Introduction and welcome of new members and visitors.

Reading and approval of minutes from the previous meeting.

Reports to membership (such as financial, membership, committee, etc.)

General announcements and business

Introduction of guest speaker

7:00-8:30 Technical Presentation followed by Q&A

Luncheon Member Exchange Meeting

Hold a mid-day meeting at a buffet restaurant. Secure a sponsor that will pay for the meals in exchange for the opportunity to meet your members in an informal, meet-and-greet atmosphere.

7. Suggested Chapter Events and Activities

Introduction

The mission of the NPA - "Advocate for the International Network Computing Professional." A tag line for that phrase might be "And the Skills and Careers of Our Members." While the normal activities surrounding a chapters monthly meeting may certainly go far in helping advance the industry and our members, there are many other activities and events that, when done at the chapter level, can be just as effective and rewarding.

Following are some of the activities that chapters can do to assist members in furthering their technical skill development and potential career advancement, and also bring financial rewards to the chapter. Obtaining these rewards will sometimes require a significant investment of time and resources by chapter members to stage well-organized and highly professional events and activities. Always remember that this type of commitment will be its own reward as you and your members develop the organizational and management skills that will carry over into your personal careers.

Further information (checklists, developer's kits, etc.) on the described activities is available from the Executive Office or by downloading the appropriate files from the NPA web site. In addition, the EO has developed an NPA "look and feel" package that may help your chapter in creating the sales and marketing tools to make the job easier. These logos and templates have been developed under what is known as the "Chapter Connect" program of the NPA.

Software Library

Software libraries can help members by providing utilities, public domain software, electronic messaging and online conferencing facilities. Encourage members and vendors to donate programs and packages to the library. From time to time, the Executive Office will distribute to Chapters software received from sponsoring vendors.

The creation of software library necessitates the election of a software librarian to the executive committee, or the appointment of a member to this position by the Executive Committee. A software librarian is responsible for compiling, maintaining and making available the software programs and packages available in the library.

A list of available software should be distributed to members via the group newsletter and updated as necessary.

Chapter Lab/Education Center

One of the more useful ways to exchange information is to test application software on a live, network LAN. Successful groups solicit hardware and software donations from vendors to use in configuring their own network laboratory. The NPA Executive Office, in conjunction with Association vendor sponsors, also works with Chapters on securing equipment and material for Chapter labs. The laboratory is an excellent environment for the demonstration of equipment and application software by vendors and users alike.

The configuration of a laboratory necessitates the election or appointment of a lab manager and/or committee. In addition, the Chapter must secure a site where the lab can be configured and maintained on a permanent basis. Universities and corporations are often willing to provide such a site. (Colleges and universities are ideal locations and should be vigorously pursued.) To receive a Chapter Lab Developers Kit, please contact the Executive Office.

Technical Reference

A publication library can offer group members access to network computing articles and presentations. Group members could be encouraged to donate copies of pertinent articles from magazines, newsletters and journals to the library. In addition, speakers could be encouraged to contribute copies of articles and presentations. Finally, members may solicit or donate training materials which members can use to pursue formal network certification. Such a library can sometimes be established in partnership with a college or corporate library.

Your NPA Chapter may elect a publication librarian to the executive committee, give this responsibility to the group librarian or organize a committee under the executive librarian to which a publication librarian is appointed. The publication library's complete offering should be listed in the group newsletter on a periodic basis.

Weekend Workshop

Sometimes the hour-and-a-half technical presentation at the regular monthly meeting is simply not enough to get to the real "meat" of a particular technology. If you need to know more about the possibilities and ramifications of installing and/or supporting that technology, a somewhat different teaching/learning environment may be beneficial.

Many chapters have had success in creating that environment through the weekend workshop. There are at least four components that set the weekend workshop apart from the regular technical presentation done at the monthly meeting:

1. Length of training period. The workshop will generally run four to six hours.
2. Hands-on opportunity. Servers and work stations are usually made available.
3. Smaller training groups. Attending members have a specific need for this technology.
4. The workshop is usually not free to the attendees.

Many vendors and chapters like to do the workshops in conjunction with the regular meeting technical presentation. In other words, the vendor may come in and do the monthly meeting, then sponsor a weekend workshop for those members interested in delving deeper into the technology.

Usually, between the equipment the vendor is able to provide, and members bringing some of their own PC's and laptop's, a fairly good ratio of equipment-to-students can be achieved. Training groups of fifteen to thirty students are manageable yet large enough to entice most vendors. Students are normally happy to pay a fee for the class. A fee of \$25-50 for members and \$50-100 for non-members are some rates that have been charged in the past. The vendor may also be charged for presenting to the group, and out of all funds collected, the expenses of the workshop can be paid. Lunch would normally be provided and each student

should receive technical handouts, hot-starts, white papers, etc., and perhaps free product where appropriate. Depending on the number of students, money should be left over for deposit into the chapter account.

Some chapters hold successful weekend workshops on a monthly basis, but it is more common to see chapters holding them on a semi-monthly or quarterly basis. As with most activities, the weekend workshop will be most successful when held on a regular and clearly identified date. For example, by scheduling a workshop for the third Saturday of the first month of each quarter, the members--and local vendors-- will come to expect them and plan their schedules accordingly.

Chapter Trade Shows

The trade show remains a staple of the networking computing industry with seemingly new shows and events appearing on the schedule each year. Most of these shows have the objective of bringing as many vendors as possible in contact with as many show attendees as possible. While a national or regional industry trade show can be a good place to make some types of contacts, see some new technologies, and maybe whoop it up a little at night, it simply cannot meet some of the important needs of the participants.

Many vendors and network professionals are looking for a very tightly focused and structured event that will bring them together in an environment conducive to transacting business, learning, and making local contacts that will remain an asset for years to come.

The average NPA chapter, at this time, cannot hope to produce a trade show that would compete with the Interop's of the world. What many of our chapters can do is evaluate their market and develop a hybrid trade show to fit in a particular niche. The key is to be a manageable sized show, but packed with value.

A size that has worked well in the past is the 15-30 vendor show. With fewer than 15 vendors, it is difficult to achieve the critical mass and synergy that brings excitement and impact to a trade show. More than 30 vendor exhibitors will most likely require a professional sales and management team to pull off, an expensive proposition. In addition, the more exhibitors a show has the greater the attendance that those vendors will expect. 200-500 network professionals attending a 15-30-vendor show will feel very full and vibrant, and is a very achievable number.

Perhaps the most telling remark heard at an NPA Chapter Trade Show is "We talked to more qualified prospects in four hours here than in three days at Networld+Interop". That should be one of the objectives of the chapter trade show: Bring the cream of both sides of the profession together in such a way that participants do not have to dig through too much chaff to locate the wheat.

The vendors also find such an event attractive because it can provide substantial "bang for the buck". Most vendors who have invested tens of thousands of dollars into a national or regional trade show will find the \$1,000-2,000 total cost associated with a chapter show to be very attractive, especially if they can depend on the attendees falling into the most valuable demographic categories that the NPA tends to attract.

Also, with the size event we are discussing, the chapter has extensive options to choose from in venues. The convention center or Hilton Ballroom is not necessarily required. A smaller hotel events room or the local reception center will do fine if the location is right.

Here is a non-comprehensive check list that points to some of the critical events and timelines that have to be managed in the development and production of a chapter trade show:

- The Executive Committee of the chapter makes a formal proposal to the membership to sponsor a chapter trade show.
- A Trade Show Committee is formed and communication and reporting procedure established.
- A written plan and budget will be produced and submitted to the Executive Committee. The Executive Committee will submit the documents to the Executive Office for approval. (Ideally, the budget will be included in the annual budget required of each chapter.)
- The date set for the show will be at least six months in advance. The budget will be primarily self funding in nature, meaning that vendor dollars should begin flowing in before substantial NPA dollars begin flowing out. (Certainly a chapter will need to have sufficient funds on hand quite early to pay any deposits or

prime the sales pump to begin pursuing vendors.) Reserve the venue, making certain that any deposits are refundable if the event is cancelled with sufficient notice.

- An extensive vendor "hit list" will be created with contact names and information. Input from chapter members should be solicited to make the list and contact information as comprehensive as possible.
- A vendor information packet should be created. Templates and logos are available from the EO. The packet should focus on the very special niche that the NPA fills and the uniqueness of the opportunity.
- The vendor list should be divided between committee members and other volunteers for contact. The chapter may choose to hire a sales person to work on booth sales, though by dividing the work appropriately, volunteers can usually get the job done.
- First contact should be by phone or in person. The vendor packet should not be sent or given to the vendor until they have expressed interest in the event. Wherever possible, get introductions and referrals from chapter members who already know the contact or who work for or do business with the targeted vendor.
- Be persistent. Five to ten contacts may need to be made before the vendor is ready to sign a contract. Send a contract with the payment process clearly stipulated.
- Once the contract and full or partial funds are received, send the vendor a developer kit to assist in their preparation for the event.
- Start talking about the show very early in the process with other network professionals, vendors, media, etc., but formal marketing and promotion can wait until four to eight weeks before the event. Remember, we are asking people to only take a couple of hours of their time to attend a locally convenient event rather than a large show that requires travel and significant time off work. Marketing information and templates are available from the EO.
- Arrange for the "look and feel" items that can bring excitement and professionalism to the event. Banners, a keynote speaker, prizes, and giveaways will attract more attendees. The vendors will be able to help provide many of those extras.

There are obviously dozens of details that are not mentioned in this bare-bones list. Any size trade show is a complex affair that demands a great deal of work and organization to pull off. But always remember to not get too bogged down in focusing on all the details until the chapter is well on its way to signing up a full complement of vendor sponsors. A trade show can be successful without raffles and banners. It can survive thinner than expected attendance. The only thing that can kill it completely is a lack of vendors and their contributions.

You may also want to consider taking advantage of other NPA strengths to bring further credibility and uniqueness to the event. Hands-on Technology Labs are very popular with excellent reputation throughout the industry. Having an educational feature built around a lab experience could be an excellent value added component to a local chapter trade show. Chapter Jobs/Career Fair

In evaluating any NPA sponsored event there are two questions that always should be answered in the affirmative: 1. Was the event compatible with the NPA Mission Statement (Advocate for the International Network Computing Professional) and, 2. Did it provide a benefit to our members?

The chapter sponsored job fair is an event that can deliver affirmative answers to those questions. In addition, the well managed fair will deliver an excellent return on the investment of chapter resources. What are the "wins" for participants?

Exhibitors (corporate end users and others who hire network professionals) - Ask the technical HR person at the bank or insurance company what it costs to fill a mid-level to high-level network management position. You will commonly hear "\$2,500-5,000, not counting the finder's fee if we go through a headhunter." For the \$1,500-2,500 fee to exhibit at the chapter job fair, the exhibitor will be exposed to a multitude of screened, qualified network professionals in an environment conducive to identifying and interviewing final candidates on the spot.

Attendee/Applicants- Since most of our job fairs are conducted in an environment of private meeting rooms or suites as opposed to an open show floor environment, applicants have a much greater opportunity to speak in depth with the company representatives, and gain a more comprehensive sense of the company and the potential fit that may exist. This can also save the applicant much of the hassle and humiliation of mass mailing their resume to faceless HR departments and waiting for calls that may or may not come.

NPA Chapter- Many of the exhibitors at a chapter job fair will be companies that the chapter is anxious to develop other types of relationships with. Doors will be opened to other departments that may lead to technical education, equipment donations, etc. Also, potential profits from the event can be re-invested back into the chapter for providing further benefits to members, such as chapter labs and educational opportunities.

The chapter job fair carries many of the same sales, logistical, and administrative requirements as the chapter trade show with one significant difference: Reaching the right person in HR will entail gaining entry by doorways not commonly used by you or your chapter members. Chances are someone in your chapter knows the Chief S.E. who knows the Marketing Manager at the local IBM office. Chances are a bit slimmer that someone in the chapter will immediately know the right button to push to open the door into the Human Resources department at ABC Health Care Group.

As with any sales effort, the right tools will make the job of selling space at your job fair easier. Using logos and templates developed by the EO and experienced chapters, you will be able to develop information packets and developer's kits that when placed in the hands of your prospects will help them make the decision to support your event.

The EO and some of your fellow chapter leaders are available to help your chapter plan and develop a job fair for your area. The EO may, for example, sometimes have the names of national corporations who have expressed interest in participating in an NPA sponsored event in certain areas. Other chapter presidents who have done job fairs will also be able to share contact names, as well as advise your chapter on the best type of venue, marketing strategies, etc. For now, the following random comments may help your chapter make a decision concerning a job fair.

In most areas, job fairs are becoming a fairly common event, usually sponsored by a professional job fair organization. For that reason it is important that the chapter event be distinguishable and play to our strengths. NPA fairs have been successful in developing a look and feel quite distinctive from the usual trade show feeling of a busy show floor with vendor booths and lines of applicants waiting to pick up a brochure and to drop off their resume.

Some chapters have been successful in providing each sponsor a private room or suite, suitable for private discussions and interviews. This tends to lead to the company leaving the fair with a very highly qualified list that has already been cut to a manageable group of finalists. We have even seen offers made on the spot to the right candidate. The key to making this type of atmosphere work is to attract a group of highly qualified applicants that reduces the work of the HR groups in sifting through the layers of hackers and technical wannabes that are attracted to many job fairs.

Other ideas to separate your fair from the competition are to set up a network training lab to operate during the fair. Such a lab could be sponsored by an industry vendor, and could bring a distinctive feel to the fair, showing end-users and attendees alike a bit more clearly who the NPA is and what it can provide its members. You may also want to consider some seminars at the fair to teach resume writing, interviewing skills, and other professional helps.

A job fair will call for a significant commitment in time and energy from your chapter. You may want to consider hiring (on a commission basis) an individual to oversee activities and take on the largest share of responsibility in selling space to the corporations. This would not prevent your chapter or committee members using their resources and contacts to bring sponsors into the fair as well, but would give a clear point of responsibility and accountability.

Finally, you may want to consider aligning your chapter with a professional job fair promoter. Such companies are often willing to share revenue with an organization such as ours that can bring name recognition and a qualified database to the table. Closely evaluate the benefits to your chapter and members before pursuing such a partnership.

Discounted/Free Formal Training

There are two general providers of formal network training who profit from our industry: Education Centers and Vendors. It is not uncommon to see major OS training courses cost thousands of dollars. Training courses on many applications typically run over a thousand dollars. In this type of environment, any discounted or free course that we can negotiate for our members will add up to a significant benefit.

Many of our chapters have been successful in negotiating discounts at local Education Centers that typically run 15-25 percent or more. Often the Center is willing to run special classes for a group of NPA members and increase the discount as the head count grows.

Less common, but still quite successful, have been the programs that bring a vendor training program to a chapter at a discounted cost (and occasionally at no charge). As an example, one far reaching program in this area involved GroupWise training going to many of our chapters. This training, valued at \$995, was offered for hundreds of dollars less for chapters who could sign up at least twenty students. The chapter may choose to charge a little extra to cover costs of the class room, lunch, equipment, etc.

Professional Development

One of our professional development consultants once illustrated the need for non-technical professional development for our members by drawing a picture of a bicycle on the board. But this was no ordinary bike. It had an enormous and powerful looking rear wheel and a much smaller, almost cartoon front wheel. He pointed out that for our members (and certainly the analogy would be true of most professions) the back, or, drive wheel, is large and powerful because that represents the technical skills that are so necessary for a network professional to do his job well. But many of our members have front or, steer wheels that are not so developed or effective. The steer or guide wheel is representative of the professional, management, and communication skills that help us steer a safe and successful course through the mines and obstacles of the corporate/working world.

For as long as professional associations have existed and surveyed their members, the desire for professional development has ranked among the top two or three reasons stated for joining an association.

Simple activity in the Association will provide many members with tremendous growth opportunities. If every leadership position offered by the NPA were filled, there would be over 1,000 members currently getting hands on experience in leadership, team building, event management, communication, etc.

We encourage our chapters to implement consistent professional development learning opportunities for members. Some chapters set aside an occasional monthly meeting dedicated to teaching so-called "soft" skills to the members. Often, resources within the chapter can be found to teach specific skills. Other times, a successful and experienced individual from the business or academic world can be brought in at little or no cost to deliver some specific training.

As your membership and chapter funds grow, you may choose to hire a professional facilitator to develop and deliver a full day or longer training session. You may choose to charge people a small fee to attend to help defray expenses.

As always, the key is consistency. Even in meetings not devoted entirely to professional development, a ten minute presentation can be given by one of the members on items as specific as how to prepare an agenda, time management tips, meeting management, etc. This is the proverbial two bird killing stone as the person delivering the presentation will benefit from the experience as much as the audience.

Make professional development a hallmark of your chapter. Don't be afraid to demand professionalism (not stuffiness) in your committee and chapter meetings. Recognize and reward those members who best exemplify the proper combination of professional and technical skills demanded by our profession.

Apprenticeship and Mentor Programs

The NPA is dedicated to helping address the issue most commonly referred to as the "Paper CNE", the network professional, newly certified (with any certification), but with little or no hands-on or real world experience. Other organizations and associations within our industry are equally concerned about the need to

have a substantial pool of trained and experienced professionals at hand to develop, implement, and maintain the networks of today and tomorrow. Horror stories from end users about networks crashed and/or not fixed sometimes cast us in a similar light as auto mechanics.

An individual chapter may also choose to address the issue from within the chapter. Perhaps an experienced mentor can be assigned to each new network professional with less than a certain amount of experience. Mentoring may include anything from helping the student work through a problem over the phone or via email, to taking the student on site to assist in a network management process or solution. Participants should be aware that certain liability questions may need to be answered before engaging in some practices.

The chapter may also choose to dedicate a part of each meeting to the less experienced members. Maybe a special weekend workshop or lab experience can be set up to address specific foundation needs of the newcomer. A tracking program will help monitor the experience and development of those members, making it possible to qualify, at least in their own minds, their level of competence.

The point is that it is good business for all to raise the standards of our industry, and to reach a helping hand to others to help them achieve that standard. After all, what is an association for if not to help one another?

8. Member/Volunteer Management and Motivation

It is not uncommon in any volunteer organization to call for volunteers to run for election or to serve on a committee, and to see everyone immediately start looking at the floor or hiding under their chair. We are all busy people and it is a fact that at times an individual has to move volunteer/association activities a bit down the priority list for the good of career and family.

But more often, we simply need to find the proper hot button to motivate a person to overcome their natural insecurity or fear of commitment. There is not sufficient space here to go into an entire discussion of the dynamics of volunteerism, but there are several consistent truisms surrounding the issue:

- Often a one-to-one personal calling of a person to a position is a more effective method than simply asking for volunteers at the meeting. This is especially valid if you can truthfully say something like "We considered several names for this position and are convinced that your skill set is what's needed to make it a success."
- A defined period of service can help many people make the decision to serve. Where appropriate, let the prospect know an exact time when the responsibility will end, or let them know that they will be released at the conclusion of a specific project.
- It can sometimes border on corny, but we all love to be appreciated and recognized. By rewarding and recognizing those who serve, it will be easier to find future volunteers. Don't get caught in the repetitious certificate or plaque cycle. They are fine, but take a walk through your local trophy/award shop and you will get plenty of other good and creative ideas for awards that will hit the right note. It will be one of your best investments of chapter funds you will ever do.
- Perks. We do not want to diminish the value of service for services sake, but it is entirely appropriate to try to provide volunteers with a little extra benefit to further motivate and to say thank you. Some type of software or vendor product arrives at chapters on a fairly regular basis. The EO often has an extra of this or that. Have a drawing once in a while just for volunteers? Give out a coupon for dinner to the volunteer that just delivered a successful program to the chapter?
- Accepting a leadership position can be good for an individual's career. Remind your members of that occasionally.
- Most members have a sense of duty developed to one level or another. Quietly appeal to that.
- People want to be involved with success. As you run successful meetings and events, and transmit a sense of enthusiasm to your members, they will have a greater desire to participate more actively in that success.

- Make volunteerism an expected part of your chapter. Some chapters maintain a list so that when a non elected position comes up, the next individual on the list is offered the position. If they are unable to accept, the next name is asked. It is presented as part of the price of membership, if you will.
- Identify and cultivate future leaders and volunteers long before you need them. Begin to train your successors right now. It makes sense to allow future leaders to prepare themselves for coming opportunities, and it also makes it easier for them to make a commitment over a period of time. Remember the boiled frog story? If you toss a live frog in a pan of boiling water, he jumps out. Put him in cold water and slowly bring the water to a boil and he quietly and willingly becomes boiled frog legs. Some well chosen comments to the right candidates like "We look forward to having you serve with us down the road," or, "As our chapter grows larger we will need leaders like you" will plant the seeds that can be harvested as willing volunteers in the future.
- It is a must to maintain an active Election Committee to assist in identifying future leaders and encouraging them to serve the chapter.

An obvious key is to make it easier for volunteers to have a positive experience. Provide committees with tools and support. Require committees to follow certain rules of order in meetings. Make them accountable and ask them to report often on progress to their fellow members. The subtle pressure that comes from knowing that their chapter is counting on them will go miles towards motivating them to follow through successfully. Often a volunteer comes away from a successful event or program emotionally sky-high, and that positive experience carries over into their job, family, and future volunteer service.

9. Chapter Elections

The main objective of a Chapter Nominations Committee is to provide continuity in leadership and add distinction to the Chapter by nominating qualified individuals to the slate of candidates for Chapter officers.

Duties and Responsibilities

The duties and responsibilities of the Nominations Committee are to:

- Solicit nominations for Chapter officers from Chapter members at large and from members of the Nominations Committee.
- Develop a slate of nominees for Chapter elections.
- Conduct the Chapter elections meeting at which Chapter officers will be elected.
- Govern electioneering and campaigning activities at the Chapter level.

Composition and Appointment of Nominations Committee

The Nominations Committee consists of the Past President who serves as chairperson and two or more members appointed by the Executive Committee. The recommended number on the Nominations Committee is five (5). If the Chapter does not have a Past President, or if the Past President is not willing or able to serve, the Executive Committee shall appoint a Chapter member as the chairperson of the Nominations Committee. The Executive Committee will make the appointments to the Nominations Committee by August 1. Policies of the Executive Committee in appointing members to the Nominations Committee are:

At least one (1), but not more than three (3), appointees to the Nominations Committee will be individuals who were members of the prior year's Nominations Committee.

An individual may not serve on the Nominations Committee for more than two consecutive years. After being off the Nominations Committee for at least two years, an individual may be re-appointed to the Committee.

Individuals appointed to this Committee must have been a member of the Association for at least one year and will have had substantial service to the Chapter through leadership, committee membership, or other leadership roles within the Association.

The Committee will be balanced so the overall composition of its members will fairly represent Chapter interests.

Chapter Nominations Committees should normally be able to hold meetings where members can be physically present. However, time, distance, and the cost of travel may occasionally require Nominations Committee business to be conducted by telephone or through electronic mail. Meetings held by telephone or electronic mail are as valid as meetings where members are physically present.

Solicitation and Nomination of Chapter Officers

Potential Chapter officers, including President, Vice-President, Treasurer, and Secretary will be solicited from members of the Nominations Committee and the Chapter membership at large.

In August, each member of the Nominations Committee will be asked to nominate potential Chapter officers.

During August, the Committee will request nominations for Chapter officers from the Chapter membership. This can best be accomplished in the monthly Chapter meeting. The announcement will identify Chapter positions, required, and desirable qualifications of Chapter officers and procedures members should follow to nominate an individual. Nominations will be accepted from September 1 to September 30.

To nominate an individual, the nominator must provide:

- The nominee's name, address, and telephone number.
- Any available background on the nominee.
- A statement of why the nominator feels the nominee will be a good officer.

This information may be given to any member of the Nominations Committee.

Each person nominated for Chapter office will be informed of their nomination by October 5 and requested to indicate their willingness to be an active candidate and serve as a Chapter officer if elected. At this time, the person should be informed of the length of service, approximate time commitment, responsibilities, and other information about the Chapter office to which they have been nominated to help them understand the position and make an informed decision. The individual's reply will be requested by October 10. Any individual not willing to be an active candidate and/or serve as a Chapter officer, or anyone who does not reply by the October 10 deadline will be removed from the list of nominated candidates.

Slate of Candidates

By October 15, the Nominations Committee will select from those nominated, a slate of individuals to be placed on the ballot for Chapter officers. The number of individuals nominated by the Elections Committee for each office will not be less than one, nor more than three, with two being the ideal number.

The Nominations Committee will investigate and evaluate the qualifications of all persons under consideration and attempt to select the best the profession has to offer provided they meet required qualifications for Chapter office. Qualifications, both minimum and desirable, are:

Minimum track record of completing deadline

- No Chapter officer may serve more than two consecutive terms as the same Chapter officer. (The President automatically serves the following year as Past President.)
- A member will not be eligible for reelection for more than two terms until the second election following the expiration of their second term of office.
- No member of the Nominations Committee is eligible to be nominated as a Chapter officer.
- An individual must have been a member of the Association for at least one year, be a member in good standing, and have a working knowledge of the Association.
- An individual must have leadership skills.

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- Individuals will be selected based on their perceived abilities to administer an organization, manage and influence people, build and mobilize a volunteer organization, effectively function as a team member, effectively communicate both orally and in writing, and meet the time demands of the Chapter office.
- Individuals will be selected based on their expected contribution to a balanced Chapter Executive Committee.

Individuals will also be selected based on their length of tenure and active involvement in the Chapter, as well as on their ability to plan for short-term tactical goals and long-term strategic goals of the Chapter.

By October 15, those who were nominated but not selected to be on the final slate of candidates will be informed by the Nominations Committee. They will be allowed 15 days (from October 15 to October 30) to petition to be included on the ballot. The petition requires the signature of 5% of the voting membership of the Chapter. Any individual submitting a valid petition to the Nominations Committee by October 30 will be included on the final slate of candidates. The current chapter officers will provide the necessary member information for the petitioner to collect the signatures of the membership.

Conducting the Election

The President, Vice-President, Treasurer, and Secretary are to be elected by secret ballot at an annual Chapter Elections meeting held during November, preferably the early part of November. The Nominations Committee will inform Chapter members of the elections meeting at least one (1) week in advance. The ballot will identify the Chapter office, candidates for the office in alphabetical order by last name, and whether the candidate was nominated by the Nominations Committee or by petition. Each Chapter member has only one vote for each office and the member must complete their own ballot. Voting rights may not be delegated to another member, exercised by proxy, or by absentee ballot. Each member will be asked to sign their ballot and record their membership number indicating they have complied with these requirements.

Your signature indicates you are a voting member of the Network Professional Association in good standing, you personally cast this ballot, and it is the only ballot cast by you for this election.

Place your ballot in the box provided by the Nominations Committee.

The ballot will be printed, distributed, and collected by the Nominations Committee. The Nominations Committee will count the votes and return the results to the Chapter Executive Committee who will certify them and submit them to the Executive Office for their approval.

The candidate with the most votes will fill the position. In the event of a tie between two or more candidates, the Executive Committee will break the tie by casting lots. This will be accomplished by recording the name of each candidate in a tie position on a piece of identical paper, folding the paper similarly, and blindly/randomly drawing one paper. The candidate whose name is recorded on the paper drawn will be the elected candidate.

Results of the election will be available within one week after the elections meeting

Election Withdrawal Policy

If a person wishes to withdraw from candidacy after ballots have been printed, the votes cast for that person shall be ignored. Votes for other candidates on a member's ballot will be counted as usual. When the results of the election are reported the candidate's withdrawal will be indicated with "Withdrew, <effective date>" without further comment.

Acceptable Electioneering and Campaigning Activities

The Nominations Committee will monitor electioneering and campaigning activities within the Chapter to ensure fairness. All campaigning should be in good taste and consistent with the philosophy of a professional group of people. Since individuals receive no compensation for their service to a Chapter, they should not be expected, nor should they be allowed, to spend their own money to campaign for a Chapter office. All campaigning should be done through Association sponsored publications and activities. The Nominations

Committee reserves the right to remove candidates from the ballot for inappropriate electioneering and campaigning activities.

The primary outlets candidates have to campaign for Chapter office are normal Chapter publications and Chapter meetings. Care must be exercised by the Chapter Executive Committee and Nominations Committee to see that each candidate receives an equal opportunity to express their views.

Chapter sponsored newsletters and flyers where each candidate has an equal opportunity to express their views are acceptable, but candidate sponsored newsletters and flyers are not to be used.

No individual may do any campaigning for a candidate that is inappropriate for the candidate to do for herself/himself.

Section 5: Chapter Support

1. Defined List

The Association's Executive Office will provide the local chapters guidance with the following support. Lists and reports may be requested at any time, most commonly monthly.

1. Membership lists showing the names, addresses, and phone numbers of all chapter members and leaders
2. Chapter financial statements
3. Lists of contacts and leaders of other chapters
4. Assistance in conducting membership drives
5. Access to the NPA web site
6. Guidance and tools to help in the management of the chapter
7. Opportunities to receive training in areas of leadership and professional development
8. Reimbursement for appropriate chapter expenses as set forth in the financial guidelines and pre-approved annual budget
9. Chapter Web page(s), chapter URL, and email address(es)
10. Publishing opportunities in the Network Professional Journal
11. A voice, a seat on the NPA Board of Directors

2. Member/Chapter Database and Tracking

The Association stores Chapter records in a database to track chapter status and provides the Association with information needed to effectively support chapters. The database consists of two parts: Chapter Applications and Approved Chapters. We enter all requests to form a chapter in the Chapter Applications section of the database. We update these records at each step in the Chapter application process. We maintain a record of all Approved Chapters in the database. The records are updated each time the chapter status changes or for changes in chapter officers.

Local chapters should not maintain their own membership database. Those chapters desiring an electronic copy of the chapter member database should contact the Executive Office for information on how to obtain an updated copy on a monthly basis. Maintaining the central NPA database at the Executive Office and following proper procedures between the EO and Chapters in updating that database will lead to a cleaner and more complete database. Since new members are added almost daily at the National level, mailings and contacts using a locally maintained chapter database will likely miss some new members. To keep the chapters up-to-date, download from the NPA website frequently.

The membership database is a valued asset. Chapters should not sell, rent, loan or give the membership lists to vendors or other interested parties without written permission from the Executive Office of the Association.

3. Web Site

The NPA web site is a useful place to find information about the Association, to find documents necessary to run a successful chapter, to post announcements and events. Please visit the web site often.

Section 6: Chapter Sponsorship

There are varied ways to engage sponsors for chapter activities. The following presents some ideas based on the individual chapter. Expanded opportunities arise when the sponsors participate in multiple chapters or programs with the NPA. Do speak with other leaders and bring ideas to the NPA Board of Directors. Read the CHAPTERS section of the NPA website.

The NPA Solicits speakers, sponsors and product demonstrations from the industry leaders in network products, telecommunications, computer components, operating systems, software, IT management, professionalism and ethics. This relationship provides an ideal channel for both member and sponsor to communicate in a comfortable yet technical environment facilitating the transfer of technical information. It also provides a means for products to be installed, tested and evaluated in a non-production environment.

Through multi-vendor alliances, the NPA delivers the most current technology and information available to its members through various forms and channels. The NPA identifies the common needs and interests of its members, the network professional and builds programs and initiatives to meet those needs. This page provides links, as well as special thanks to vendors who have contributed product and/or services in the support of the NPA's goals and ideals.

Of special thanks are vendors who have elected to become Chapter Sponsors. By aligning with the Network Professional Association, these companies have announced that they believe in the future of the computer network industry and they intend to play a vibrant role.

In today's multi-vendor network environment, network professionals play a dynamic and powerful role in shaping how systems are integrated together. The **NPA** is an association representing experienced network professionals dedicated to advancing the network computer profession.

The **NPA** advances the profession by uniting network professionals in a worldwide association that strives to set industry standards of technical expertise and professionalism and deliver programs and services to meet member needs and interests. This is accomplished through strategic alliances with corporations, vendors, education providers, employment services, and other associations.

The **NPA** exists to serve the needs of network computing professionals. Our members make a living designing, integrating, managing and maintaining networked computing environments, playing a significant role in the purchasing cycle: 93% recommend or specify, 86% evaluate or test, and 41% approve and/or purchase. NPA membership represents more than \$5 billion annually in computer and network product sales.

NPA Sponsorship Program Objectives

As an integral part of the NPA, the vendor sponsorship program has several specific objectives:

- Provide a means for vendors to sponsor the NPA
- Provide each sponsor with an equitable opportunity to participate
- Allow sponsors to advance their own initiatives by tapping the resources of the NPA
- Assist the NPA in obtaining resources and accessing the technology needed to advance the Association's interests

Sponsorship: A Win-Win Scenario

- If sponsorship were not mutually beneficial, we would not waste your time inviting your support. However, we believe that you gain as much from sponsoring the NPA Chapter

Advantages of Being a Chapter Sponsor

As a sponsor of the NPA Chapter, you gain access to a specific audience of network professionals, benefiting your company by:

- Complimenting marketing efforts and increasing brand loyalty through product training at NPA chapter meetings and hands-on technology labs
- Accessing a new communications channel for product messages and updates
- Accessing a qualified technical audience for product evaluation and market research
- Reducing your product support costs by educating an outside team of technical service professionals
- Influencing the direction of the network computing profession by improving the technical competence of network computing professionals

Advantages Sponsorship Brings the NPA Chapter

In turn, the Chapter gains from your participation in the following ways:

- Technical, educational, and financial support that helps the NPA fulfill its commitments to keep members current with the latest technology
- Insight and experience in advancing the network computing profession

Chapter Sponsorship Benefits

Knowledge and Information, Trade Opportunities, Entrance to Events, Resource Pools

Contacts, Contacts, Contacts

Shake hands, trade business cards, find an employee, sign a new client, share, make a friend, extend your education, promote your Business Product, Advance the Networking Profession

Sponsorship Eligibility

Companies operating in the network computing industry

Training	Service Providers
Education	Career Placement
Vendors	Human Resources

- Interested in advancing the mission of NPA
- Subscribe to the By-laws and Policies of NPA
- Accept the NPA sponsorship agreement, if any.
- Abide by the NPA Code of Ethics.
- Be current in sponsorship.
- Be an active participant in the NPA local chapter

Chapter Sponsorships

Sponsorship categories are *minimum* guidelines. Sponsors are encouraged to enhance their image by challenging NPA with additional sponsorship activities. Some NPA chapters may offer variations or different sponsor programs. Our goal is to meet the needs of our members and sponsors, too.

GOLD: \$995 per year (may be higher in some chapters)

Premier Chapter Sponsorship

- One year unlimited attendance at chapter events at the same cost as NPA members for the sponsor's professional staff residing in the local office.
- Sponsor reserves with priority and hosts minimum of two chapter events.
- Use the chapter contact list to advertise your events.
- An additional two uses of the chapter contact list.
- Business/product listing, banner and web site link on chapter web.
- Priority access to NPA advertising.
- Literature and Product/Business Announcements at all chapter events.
- Sponsor grants NPA Chapter use of sponsor's contact lists for the purpose of advertising NPA to prospective members (piggy back mailing, flyer, and announcement or display ad).
- Seat on Chapter Planning Committee.

SILVER: \$595 per event (may be higher in some chapters)

- One Lunch & Learn or similar event (1 ½ to 2 hours) - subject to approval of chapter officers, depending on venue additional fees may be required.
- One year attendance at chapter events for ONE of the Sponsor's Professional Staff
- Business/product listing and link on Chapter web.
- Literature and Product/Business Announcements at six chapter events.
- Sponsor to grant monthly use of Sponsor's Contact lists for the purpose of advertising NPA to prospective members (piggy back mailing, flyer, announcement or display ad) NPA to prospective members (piggy back mailing, flyer, announcement or display ad)
- Lunch & Learn only -
 - Sponsor may elect to pay the restaurant/facility directly for all charges and \$400 to NPA chapter to satisfy the requirements of a Silver Sponsorship.
 - Sponsor may pay \$400 to the chapter and the chapter will collect a door fee from attendees to cover facility charges.

BRONZE: \$295 per year (may be higher in some chapters)

- Literature on table and Product/Business Announcement distributed at three NPA Chapter events.
- Or one 20 minute presentation with literature (requires approval of main event sponsor).
- Or six month business/product link on NPA Chapter web site.

Sponsorship

Is an effective way for business to demonstrate support for the networking professionals of our community.

Section 7: Financial Policies and Procedures

This section outlines the policies and procedures the Chapters are to follow on financial matters. Closely following these guidelines is important to the health and survival of the Association as well as the Chapters.

1. General Policies

To provide greater efficiency and control in record keeping activities and to facilitate the annual financial audit of the NPA, all records of the Association and all Chapters are maintained at the Executive Office of the Association. Separate records should not be maintained by Chapters. The Association sends periodic financial and membership reports to the Chapter leaders. The financial policies and procedures for the Chapters are built upon several underlying principles:

1. Assets of the Association may only be used for approved Association activities. All money received on behalf of the Association is to be sent to the Association's Executive Office, deposited in the Association's bank accounts, and credited to the appropriate association account. No money is to be spent on activities not related to, or approved by proper Association officers. Association assets such as computers, audio/visual equipment, office equipment, and display items may not be used for personal purposes.
2. Officers and Directors of the Association will constantly strive to use Association resources as efficiently as possible to provide the greatest benefit for the largest number of Association members.
3. The Association maintains a system of internal controls to:
 - a. Provide reliable data to Chapter officers so they can administer the affairs of the Chapter.
 - b. Safeguard assets and records to prevent them from being stolen, misused, or destroyed.
 - c. Promote operational efficiency so that duplication of effort and waste is avoided.
 - d. Encourage adherence to prescribed policies, laws, and regulations

2. Asset Management

Approval must be obtained to purchase any capital asset. Capital assets purchased by a Chapter do not require special approvals if the assets were budgeted and fully described in the annual budget submitted through the Budget and Finance Committee and approved by the Board of Directors. Assets not included in the annual budget must be specially approved as described in section 6.6. Please note that the Association owns assets acquired.

All capital assets are to be identified with an Association sequentially numbered tag. Tagging should be performed immediately upon donation or purchase of the asset. The Capital Asset Inventory Clerk, an individual designated by the Executive Director, is responsible for mailing tags and instructions to Chapter Treasurers. Chapter Treasurers are responsible to tag and control capital assets used by Chapters. The tag contains the Association's name and a unique number. The Capital Asset Inventory Clerk completes an NPA Asset Tracking Sheet to maintain a record of the asset assigned to each tag with the asset's description, cost, location, and responsible person. Any time the asset is transferred to another individual, the responsible person should be updated on the Asset Tracking Record.

An annual inventory must be conducted on all capital assets. The Capital Asset Inventory Clerk is responsible to conduct and oversee the review. Assets under the control of Chapters should be physically identified by the Chapter Treasurer. The Inventory Clerk will assist the Chapter in performing their review by sending a list of capital assets for which the Chapter is responsible. The Chapter Treasurer must verify the existence, location, and responsible person for each asset and report this information along with any updates to the Capital Asset Inventory Clerk.

The person, to whom the asset was given, as identified by the Asset Tracking Sheet, is responsible for the asset until it is given to another approved Association officer and the Asset Tracking Record is updated. The

responsible person identified on the Asset Tracking Record may be required to reimburse the Association/Chapter for any assets that cannot be located at the Chapter.

Disposal of assets must be approved and overseen by the Executive Office.

3. Honoraria and Fees

It is inappropriate for any member to benefit financially from the production or delivery of an Association product or service. Except for Executive Office employees, no officer, director, committee member, or member is to be paid for services they render to the Association. While reimbursement for out-of-pocket expenses may be appropriate, payment of any kind (except gifts with a value of \$25 or less) beyond expenses is considered payment to the Association and should be handled as an Association asset.

4. Chapter's Annual Budget

Under the direction of the Treasurer, the Chapter shall prepare an annual operating budget covering all activities of the Chapter. The Executive Committee officers shall review and approve the Chapters annual operating budget. The budget approved by the Executive Committee shall be sent to the Executive Office.

The budget is an itemized estimate of the operating costs, revenues and funding needs of the Chapter for the next year. The budget may at times also include special line items for long term projects or needs extending multiple years. The budgeting process is key to the financial planning of the Association. The budget should be prepared using the same format as the annual financial statements. The difference between the budget and the financial statements is that the budget represents the expected results for the next year where financial statements represent actual results for a prior year.

The Chapter budget provides a basis for the year's activities. Approval for the budget indicates approval for the expenditure of money to carry out the specified activities. Departure from planned activities and/or expenditure of money over the budgeted amounts requires special approval. (*See section 6.6 for more details.*) The Chapter Treasurer and Executive Committee are responsible to request modifications to the Chapter's budget.

The purpose of the budget is to provide a plan of operations for the Chapter. Benefits associated with the budget include:

1. Coordinating and Implementing Activities - The budget should outline Chapter activities for the year. By identifying the activities, steps by which they will be accomplished, and the cost associated with them, people's efforts are outlined and coordinated and a plan is established for implementation.
2. Motivating Officers - Budgeting plays a key roll in motivating people because of its goal-setting properties. Goal setting is related to performance. As individuals set performance goals, actual performance usually follows.
3. Controlling and Evaluating Performance - Management control consists of (a) defining what constitutes an acceptable level of performance, (b) measuring actual performance, (c) comparing actual performance to the budget, and (d) communicating significant differences between actual and budgeted performance to responsible individuals. The budget defines the acceptable level of performance.

Unless an expenditure is approved in the annual budget or specifically authorized by the appropriate Executive Office personnel, no member of a Chapter shall have any power or authority to bind the Association by any contract or engagement or to pledge its assets or credit or to render it liable for any purpose or to any amount.

Procedures for Developing the Chapter Budget

The annual budget will be prepared during November and December of the year proceeding the budget year.

December- New Chapter officers are elected during December of each year. One of the first action items of the new Executive Committee, under the direction of the Treasurer, is to prepare the budget for the next fiscal year. The Executive Committee should identify specific activities the Chapter will sponsor and estimate their

costs and revenues. Copies of Chapter financial statements sent monthly to the Chapter by the Executive Office provide useful information for predicting costs and revenues of planned activities.

The Executive Committee may not develop a budget that will cause the Chapter to be in a negative cash position. Options to prevent this include (a) eliminate some Chapter activities, (b) reduce Chapter services and corresponding costs, and/or (c) increase revenue generating activities.

January- A complete and detailed budget must be delivered to the Executive Office by January 31. An authorized committee will review each Chapter's budget and resolve questionable items with individual Chapters.

Modifications to the Budget

There are several policies that govern the approval of exceptions to the budget:

1. The policy of the Association is to plan for, and budget all items at the beginning of the year.
2. Expenditures will not be made from Association funds without the necessary authorizations and approvals.
3. The Association recognizes that financial conditions sometimes change and cause changes in the budget. The policy of the Association is to handle all required adjustments as efficiently as possible, yet provide sufficient controls to verify that expenditures are appropriate and a wise use of limited resources.

The following procedures can be followed in obtaining approval for an exception to the budget.

1. The same individuals who are responsible for developing the Chapter's budget should make the request for modification to the budgets.
2. The request should be made in writing and addressed to the Executive Office. The request should summarize the purpose of the activity, the amount to be expended and/or received, and a short explanation or justification.
3. The request will be reviewed and approved if the dollar amount is reasonable, money is available, benefit to the Chapter exceeds the cost, and the justification seems consistent with Association policies and objectives.
4. Any items, for which the Chapter appeals a negative decision, should be referred to the Board of Directors where they will decide by a majority vote the outcome of the request.

5. Funds Appropriations

The primary source of revenue to the Association is dues from members. Other revenue is derived from advertising, mailing lists, affinity programs and vendor payments for presentations they are allowed to make at Chapter or Association sponsored functions. The NPA Board of Directors oversees the appropriation and distribution of funds. The Board of Directors recognizes the difficulty in establishing an equitable program to fit all situations and meet all desires. Our accepted approach is to utilize an annual budgeting process. With some diligence, all parties and projects requiring funds for the fiscal year are considered as part of the Association's Annual budgeting process.

Benefits of the Budget/Funds Appropriation Process

- The Association, with the Chapter leadership, provides fiscal accountability to the membership.
- Financial decisions are made through a process wherein all parties are informed.
- The Chapter retains control of chapter financing and activities.
- Startup or additional funding is available based on need.
- Support through marketing plans for the Association and the Chapters.
- Long term or large projects requiring extended financial resources can be planned (reserved) on an ongoing basis.
- Chapter revenues from chapter activities remain within chapter cash account.
- No complicated formulas.

- All NPA financial resources are allocated based on prioritized need.
- Chapter management is independent but responsible to the parent Association.
- Financial planning and stability for the Association.

Over the years NPA has used or considered various methods of sharing revenues for chapter needs. At this time, the best method to meet those needs is through annual budgeting and resulting annual appropriation of funds to meet the needs of the approved budget.

Every year, all chapters, other Association committees or groups, and the Executive Office will submit budgets for approval by the NPA Board of Directors. Budgets, along with supporting information, will demonstrate fiscal responsibility and efforts to achieve the goals of the Association.

Funds will be appropriated from all NPA financial resources based on the priorities of the Board of Directors with consultation for NPA leaders and the Executive Office. It is the intention of the Association to fund all valid projects, provide for growth in its chapters, and increase benefits and resources of the Association. As such, there is no predetermined guideline for splitting dues or any other financial revenue source. Each chapter should present its request for funds appropriation, the chapter budget, based on the true needs of the chapter.

The Association recognizes that successful chapters frequently generate significant revenues as well as expenses. Also, the Association recognizes successful chapters will be large and have greater demands on the resources of the parent Association. The Association encourages the growth and prosperity of its chapters as well the sharing of prosperity within all the members and chapters of NPA. To facilitate growth, income from all NPA operations are collected, managed and redistributed to programs and chapters through the budgeting/request process.

Year-end financial reports are required of all NPA chapters. A summary of all NPA activity including chapters and programs, income, donations, gifts, expenses are provided annually to the Internal Revenue Service.

Chapter leaders are encouraged to plan for the future of your chapter. Modifications and improvements to the financial and budgeting process or any aspect of the NPA and its chapters is encouraged through a proposal submittal process to the Board of Directors. Contact any Director or the NPA office for more information on how to submit a proposal to the Board of Directors.

6. Billing for Vendor Presentations

The Chapter representative responsible for arranging a vendor presentation for which a charge is to be made must prepare and submit to the Association, either by mail or by fax, an Invoice Request Form. A member of the Executive Office staff will prepare an invoice and, after the invoice has been reviewed and approved, mail it to the vendor and, working with the chapter, be responsible for collecting and accounting for the money.

Any money sent by the Chapters to the NPA Executive Office should include a detailed description of its source and purpose. This information is critical to accurately account for the money.

7. General Expense guidelines

- Refreshments or meals for monthly chapter meetings should be covered by the presenting vendor at the meeting in which they present. This does not require approval.
- On going pre-approved meeting location expenses do not need to be approved each month. Most chapters are able to find free facilities.
- For local events, dinners, etc., an event request with a proposed budget must be submitted for NPA Executive office approval.
- Photocopies, announcements, etc. passed out at meetings do not require pre-approval. Extraordinary expenses incurred in the production of a newsletter (design, typesetting, etc.) should be budgeted and pre-approved.
- Chapter activities can be approved via Executive Office or via membership vote on signed referendum with 51% of current chapter membership signatures on the referendum. Recurring monthly expenses are to be handled as a yearly activity.

- An activity budget cannot exceed 50% of the revenues in the chapter account without Executive Office approval.
- All chapter expenses will be applied against chapter accounts.
- Start-up chapters will be provided reasonable funds from the Executive office to cover start-up activities.
- If a meeting is video taped, the vendor should cover the costs.
- It takes a minimum of one week to approve and process checks. The local chapter president and treasurer must sign all expense reports.

8. Travel Expense Reimbursement

The policy of the Association is to reimburse travel expenses associated with legitimate Association business. Anyone traveling for the Association has the responsibility to minimize, where possible, expenses associated with a trip. Association resources should be managed and spent as judiciously as personal resources.

All Association related travel requires prior approval through the normal budget process or through a Modification to the Budget. Travel expenses associated with an Association meeting will be reimbursed only if the individual attends the scheduled sessions of the meetings, unless extraordinary circumstances prevent attendance. Failure to attend sessions may result in withdrawal of funding.

Members traveling at the Association's expense are responsible for additional expenses of companions except for organized functions at which those companions are explicitly invited by the host.

The following expense guidelines are provided:

- Authorized airplane travel will be coach. Coach and excursion tickets are to be purchased when possible.
- Reasonable hotels and restaurants should be selected. Hotel rooms over \$100 per night require prior approval. Meals over \$55 per day require prior approval. Receipts are to be submitted for meals and for hotels.
- Auto rental reimbursement will be made if specifically authorized.
- Personal car use will be reimbursed at thirty-one (31) cents per mile.
- Telephone calls for Association business or safe-arrival and/or departure calls will be reimbursed.
- Cleaning, pressing, and laundry are reimbursable only for trips over five (5) days.
- Tipping of 15% is considered reasonable, and should be included with the cost of the associated expense, where applicable.
- Reasonable international travel expenses will be covered.
- Personal entertainment will not be reimbursed.
- Original receipts for all expenses detailing date, location, amount, and description of expenses are required.
- Travel insurance is not provided by, nor reimbursed by, the Association.
- Fees for conference expenses are reimbursable when the individual is representing the Association or is required to spend most of the conference working on Association activities.
- Expense vouchers should be submitted within five (5) working days after the travel has been completed. Reports submitted sixty (60) or more calendar days after completion of the travel will not be honored without Board of Director approval.

9. Expenditure of Funds

All expenditures of Association funds are to be made from the Executive Office. Approved expenditures can be made in the following ways:

The individual representing the Chapter can obtain an invoice or other documentation which summarizes the services rendered to the Chapter and mail the invoice to the Executive Office. The Executive Office will prepare a check and mail it directly to the vendor or supplier. The vendor or supplier may be instructed to send the invoice directly to the Executive Office provided the Executive Office is informed of the commitment and its relationship to the budget.

The Chapter officer or member may pay the vendor from their personal funds, obtain an invoice or supporting documentation from the vendor or supplier, and request a refund from the Executive Office. The officer or member must provide the original invoice or supporting documentation to the Executive Office to justify the reimbursement. An explanation must accompany the reimbursement request to tie it to the budget and instruct the Executive Office as to the proper accounting.

Section 8: Dissolving or Splitting a Chapter

1. Dissolution of a Chapter

In the event that a Chapter is dissolved, all funds, assets, and records are to be transferred to the Association.

2. Splitting an Existing Chapter

As the number of chapters grows there exists the potential for conflict over chapter boundaries. Some members may want to organize a chapter in an area that overlaps the boundaries of another chapter. In addition, as existing chapters increase in size they may grow too large to be effectively managed and will need to be split, which could cause conflict over how the split should take place.

The Association's Bylaws (see Section 10) grant the Board of Directors the right to change the names and boundaries of existing Chapters to provide for the orderly growth of Chapters and to resolve any conflicts that may arise.

When Chapter officers feel that it is necessary to split their Chapter they should send the following to the Chapter Relations Committee:

1. A letter informing them of the reasons for splitting the chapter.
2. Two completed Chapter Application forms, one for each of the chapters. For each Chapter the forms should show the proposed officers, names, and meeting places.
3. A map of the proposed geographical boundaries of the Chapters, including the Post Office zip codes inside the boundaries of each chapter.
4. A signed copy of the NPA Chapter Contract for each new chapter.

The Executive Committee will review the request based upon the reasonableness of the split and the absence of any conflicts of interest. As with new Chapter applications, the Executive Committee can make three decisions: a denial, a conditional acceptance, and an acceptance. Denials and conditional acceptances are handled the same way Chapter Applications are handled. If the request to split the Chapter is approved, the Chapter is informed by letter of the acceptance, pending the receipt of a signed referendum in which a majority of the members affected vote for the split. The referendum must also be signed by the Presidents of both Chapters.

When the signed referendum has been reviewed, a formal letter of acceptance and a Chapter start-up kit are sent to the new Chapter.

If an individual requests that a new Chapter be organized using part of the geographical area of an existing Chapter, we will refer the individual to the Chapter President who would be affected. The individual then must work through the local Chapter and its leaders to split off a Chapter using the guidelines discussed above.

Section 9: Association Forms and Information

1. Association Contact Information

The NPA Executive office is available to answer questions and resolve concerns at the following location.
(Also, please see the NPA web site at www.NPA.org)

NPA Executive Office

James Belasco
Executive Director

Postal Mail
Network Professional Association
1401 Hermes Lane
San Diego, CA 92154

Phone/Fax 888-NPA-NPA0 (888.672.6720)

Email memberservices@npa.org

2. Preliminary Intent to Form a Chapter

NPA

Preliminary Intent to Form a Chapter

(Please type or print)

CHAPTER INFORMATION

Proposed Chapter Name: _____

Proposed Meeting Location: _____

Area Codes or ZIP codes you plan to draw from: _____

APPLICANT INFORMATION *(please attach a current resume)*

Name: _____ NPA# _____ Certification Status: _____

Address: _____

City: _____ State: _____ ZIP: _____ Country: _____

Phone: _____ Fax: _____ Email: _____

SIGNATURE

I agree to abide by all NPA Bylaws and Policies and Procedures and understand that this application does not constitute recognition of the NPA Chapter I am proposing to establish. I agree to serve as the coordinator of the process required to determine the viability of a chapter and the resulting formal chapter application and steering team.

Signature: _____ Date: _____

Printed Name: _____

INTERNAL USE ONLY:

Review date: _____ By Whom: _____ Action Taken: _____

Deliver this form to the NPA office - fax: 888.672.6720

Co-APPLICANTS

Name: _____ NPA# _____ Certification Status: _____

Address: _____

City: _____ State: _____ ZIP: _____ Country: _____

Phone: _____ Fax: _____ Email: _____

Name: _____ NPA# _____ Certification Status: _____

Address: _____

City: _____ State: _____ ZIP: _____ Country: _____

Phone: _____ Fax: _____ Email: _____

Name: _____ NPA# _____ Certification Status: _____

Address: _____

City: _____ State: _____ ZIP: _____ Country: _____

Phone: _____ Fax: _____ Email: _____

STATEMENT OF PURPOSE

Please explain the reasons why you would like to form a chapter, issues and circumstances to be resolved (attach additional sheets if necessary).

3. Chapter Application

NPA

Chapter Application

(Please type or print)

APPLICANT INFORMATION *(please attach a current resume)*

Name: _____ NPA# _____ Certification Status: _____

Address: _____

City: _____ State: _____ ZIP: _____ Country: _____

Phone: _____ Fax: _____ Email: _____

PROPOSED CHAPTER PRESIDENT *(If different from applicant)*

Name: _____ NPA# _____ Certification Status: _____

Address: _____

City: _____ State: _____ ZIP: _____ Country: _____

Phone: _____ Fax: _____ Email: _____

CHAPTER INFORMATION

Proposed Chapter Name: _____

Proposed Meeting Location: _____

Area Codes or ZIP codes you plan to draw from: _____

INTERNAL USE ONLY:

Review date: _____ By Whom: _____ Action Taken: _____

SUPPORTING REFERENCES *(Two required – please attach resumes)*

Name: _____ NPA# _____ Certification Status: _____
Address: _____
City: _____ State: _____ ZIP: _____ Country: _____
Phone: _____ Fax: _____ Email: _____
Signature _____

Name: _____ NPA# _____ Certification Status: _____
Address: _____
City: _____ State: _____ ZIP: _____ Country: _____
Phone: _____ Fax: _____ Email: _____
Signature _____

PROPOSED STEERING COMMITTEE *(Must have 3 full members - please attach resumes)*

Name: _____ NPA# _____ Certification Status: _____
Address: _____
City: _____ State: _____ ZIP: _____ Country: _____
Phone: _____ Fax: _____ Email: _____
Signature _____

Name: _____ NPA# _____ Certification Status: _____
Address: _____
City: _____ State: _____ ZIP: _____ Country: _____
Phone: _____ Fax: _____ Email: _____
Signature _____

Name: _____ NPA# _____ Certification Status: _____
Address: _____
City: _____ State: _____ ZIP: _____ Country: _____
Phone: _____ Fax: _____ Email: _____
Signature _____

STATEMENT OF PURPOSE

Please explain the reasons why you would like to form a chapter and discuss why you are qualified to serve as Chapter President (attach additional sheets if necessary).

SIGNATURE

I certify that the information in this application is complete and correct. I understand that all documents submitted for chapter consideration become the property of the NPA and will not be returned to me. I agree to abide by all NPA Bylaws and Policies and Procedures and understand that this application does not constitute recognition of the NPA Chapter I am proposing to establish.

Signature: _____ Date: _____

Printed Name: _____

Mail this application and all supplemental materials to:

NPA
1401 Hermes Lane
San Diego, CA 92154

Please allow 4 to 6 weeks for processing. Should you have any questions, feel free to contact the Executive Office.

4. Chapter Annual Renewal Application

NPA

Chapter Renewal Application

(Please type or print)

APPLICANT INFORMATION *(please attach a current resume)*

Name: _____ NPA# _____ Certification Status: _____

Address: _____

City: _____ State: _____ ZIP: _____ Country: _____

Phone: _____ Fax: _____ Email: _____

CHAPTER INFORMATION

Chapter Name: _____

Geographic Area, Area Codes or ZIP codes you plan to draw from: _____

CHAPTER OFFICERS

Position: **President** _____

Name: _____ NPA# _____ Certification Status: _____

Address: _____

City: _____ State: _____ ZIP: _____ Country: _____

Phone: _____ Fax: _____ Email: _____

INTERNAL USE ONLY:

Review date: _____ By Whom: _____ Action Taken: _____

CHAPTER OFFICERS (cont)

Position: _____

Name: _____ NPA# _____ Certification Status: _____

Address: _____

City: _____ State: _____ ZIP: _____ Country: _____

Phone: _____ Fax: _____ Email: _____

Position: _____

Name: _____ NPA# _____ Certification Status: _____

Address: _____

City: _____ State: _____ ZIP: _____ Country: _____

Phone: _____ Fax: _____ Email: _____

Position: _____

Name: _____ NPA# _____ Certification Status: _____

Address: _____

City: _____ State: _____ ZIP: _____ Country: _____

Phone: _____ Fax: _____ Email: _____

Position: _____

Name: _____ NPA# _____ Certification Status: _____

Address: _____

City: _____ State: _____ ZIP: _____ Country: _____

Phone: _____ Fax: _____ Email: _____

Position: _____

Name: _____ NPA# _____ Certification Status: _____

Address: _____

City: _____ State: _____ ZIP: _____ Country: _____

Phone: _____ Fax: _____ Email: _____

STRATEGIC PLAN & BUDGET

Attach statements to support the plans and budget for the current and future years.

SIGNATURE

I certify that the information in this application is complete and correct. I understand that all documents submitted for chapter consideration become the property of the NPA and will not be returned to me. I agree to abide by all NPA Bylaws and Policies and Procedures and understand that this application does not constitute recognition of the NPA Chapter I am proposing to establish.

Signature _____ Date: _____

Name: _____

Mail this application and all supplemental materials to:

NPA
1401 Hermes Lane
San Diego, CA 92154

Please allow 4 to 6 weeks for processing. Should you have any questions, feel free to contact the Executive Office.

5. Chapter Budget Process & Forms

The example Forms contained herein are facsimiles of a Microsoft Excel Workbook. You may find the workbook a more suitable tool in that it auto calculates several sections. You may choose to express your budget in different format. You should insure that Donations, Income, Expenses, Calendar (cash flow), and a summary are included in your submission.

INTRODUCTION

Fellow Chapter Leader,

The purpose of the chapter budget and financial reports are to provide a reporting, authorizing, and projection vehicle which portray the health of the chapter. We have attempted to provide you with a minimal number of forms to accomplish this. Please consult and use the Chapter Handbook in conjunction with using this important tool.

You may note this spreadsheet contains tabs along the bottom. The SUMMARY tab opens a page containing the overall summary of the budget and finances for the chapter. The BUDGET tab opens a page on which you allocated your revenues and expenses across the calendar year. The WORKSHEET tab opens a page containing your annual breakout of revenues and expenses. The DONATIONS tab opens a page where you may record all in-kind gifts or payments made by others for your chapter's benefit.

Note that the pages contain information concerning memberships and membership renewals. Finances, budget, events activity level, meeting projections, and membership growth are all indicators of the health of a chapter.

The finances of a chapter can be very deceptive if sponsorships, memberships, and donations are not tracked as part of the finances of the chapter. Therefore, all items, services, products, or in kind trades, sponsorships and donations should be accounted for both as income and expense to the chapter - it also helps to satisfy the IRS.

INSTRUCTIONS FOR FILING THE CHAPTER FINANCIAL REPORT & BUDGET

- 1) SUMMARY - On this page enter the chapter name and fiscal years being reported. This information is automatically used to label information within the document. NPA's fiscal year runs January 1 though December 31.
- 2) PREPARE FINANCIAL REPORT FOR CURRENT YEAR - Using the instructions on the "Prepare Financial Report" page enters the data and prepare the financial report for your chapter.
- 3) PREPARE A BUDGET - Using the instructions on the "Prepare New Budget" page enter your projections for the chapter in the next fiscal year.
- 4) SUBMIT FORMS - When all information is complete, the "Summary" page displays the financial summary and the budget for the chapter. Email a copy of this spreadsheet to the national office at npa@npa.org
- 5) COMMUNICATIONS - Expect communications from the NPA national office with questions and requests to justify your projections and performance. The national office of NPA will notify you when the budget is approved.

INSTRUCTIONS FOR PREPARING THE CHAPTER FINANCIAL REPORT

- 1) Collect all of the membership, financial (income & expenses), sponsorship and donation information about the chapter for the current year. Enter the information on the appropriate page within this document. If necessary add or attach pages as needed.
- 2) CURRENT YEAR BUDGET - If available, transfer the current year's budget in to the columns under the "Budgeted" header on the "Worksheet" page.
- 3) DONATIONS - Use the "Donations" sheet. List all sources of donations of money, trade or material at fair market value. These entries will be shown as INCOME to the chapter. The totals from this page are transferred to the "Worksheet" page. Many of the items you list will be pass-through income and expense, so, be sure to include the offsetting amounts in the chapter expenses on the "worksheet" page. For instance, a donation of \$250 was made because a vendor paid for the food at a meeting. Enter the vendor and the amount as best known on the Donation page. Enter a \$250 expense for meeting food.
- 4) INCOME, EXPENSES, MEMBERSHIP - On the "Worksheet" page, enter all of the information for the current year in columns under the "ACTUAL" header. Membership statistics and financial reports are available from the NPA Executive Office and the Chapter Administration section of the NPA website to assist you. Completion of this information will calculate the current year's financial totals.
- 5) SUMMARY - The "summary" page displays the chapter financial results.

INSTRUCTIONS FOR PREPARING THE CHAPTER BUDGET

- 1) Collect all of the projections for membership, financial (income & expenses), sponsorship and donation information about the chapter for the new year. Enter the information on the appropriate page within this document. If necessary add or attach pages as needed.
- 3) DONATIONS - You may desire to use the "Donations" sheet to assist in determining the value of potential donations of money, trade or material at fair market value. Donations are included in the INCOME to the chapter. Any budget totals from this page you would manually transferred to the "Worksheet" page.
- 4) INCOME, EXPENSES, MEMBERSHIP - On the "Worksheet" page, enter all of the information for the new year in columns under the "BUDGET" header. Completion of this information will calculate the new year's budget totals.
- 5) CALENDAR BUDGET - On the "Budget" page, distribute the totals across calendar months. To facilitate this, the totals and references to the Worksheet page are mirrored on the right edge of the Budget page. The Calendar Budget is very important as it is incorporated into the Association budget to generate the cash flow forecast for the new year.
- 6) SUMMARY - The "summary" page displays the chapter budget results.

NPA Chapter Budget Form

NPA Chapter Budget

Network Professional Association

Proposed Budget

Chapter:

	January	February	March	April	May	June	July	August	September	October	November	December		
Income														
Dues	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Sponsorships	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Meeting/Events from Attendees	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Funds from National	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Total Revenue													\$0.00	\$0.00
Expenses														
Meeting Location	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Meeting Food & Beverage	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Meeting Door Prizes	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Meeting Speakers	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Advertising	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Meeting Signage	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
President's Discretionary Expense	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Supplies	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Total Expenses														
Net Profit														

Chapter Finances and Budget Summary

Chapter:

Year:

Income

Dues Incentive	\$100.00
(* \$25.00 - \$1.00/new member - per quarter)	

Sponsorships	\$1,200.00
(** \$300.00/mtg. x 4 times a year)	

Meeting/Events from Attendees	\$600.00
(*** 10 attendees x \$15.00 registration fee per meeting)	

Assuming Funds from National	\$1,000.00
------------------------------	------------

Total Revenue	\$2,900.00
----------------------	-------------------

*Assume 25 new members per quarter @ \$1.00 a head

**Assume quarterly chapter meetings

***Assume \$15.00 registration fee per quarterly meeting

Expenses

Meeting Location	\$0.00
------------------	--------

Meeting Food & Beverage	\$600.00
(\$150.00/ mtg. x 4 times a year)	

Meeting Door Prizes	\$0.00
---------------------	--------

Meeting Speakers	\$0.00
------------------	--------

Advertising	\$300.00
(\$75.00 for 1 ad x 4 times a year)	

Meeting Signage	\$100.00
(\$25.00/sign x 4 times a year)	

2009 NPA Chapter Handbook

President's Discretionary Expense
(Parking, travel, etc. for the entire year) \$100.00

Supplies \$80.00
(Handouts and miscellaneous copies -
\$20.00/mtg. x 4 times a year)

Total Expenses \$1,180.00

Net Gain/(Loss) \$1,720.00

Assuming:

- National provides door prizes via care packages
- Chapter finds meeting space at no charge
- Speakers are sponsored by their own organization
- Advertising in local paper prior to each chapter meeting

6. Chapter Event Report

CHAPTER NPA					
EVENT REPORT					
EVENT DATE:					
EVENT NAME/TYPE					
TOPIC/TITLE					
SPONSOR NAME:					
CONTACT:					
PHONE					
EMAIL					
SPONSOR TYPE		BRONZE	SILVER	GOLD	
Fee		\$295	\$695	\$995	
INCOME	CASH	CREDIT	CHECKS	Total	
DOOR RECEIPTS					
SPONSOR FEE					
PAID BY SPONSOR					
FOOD Value					
ADVERTISING Value					
DOOR PRIZE Value					
				Total Income	
EXPENSE	CASH	CREDIT	CHECKS		
Food/Restaurant					
Give-Aways					
Facility					
Mailer					

Postage					
				Total Expense	
Net (tot vert cols)					
Memberships					
				Total	

Method of shipment / Deposit / Shipping List

Include Attach Event Attendance/Registration list

7. Reimbursement Request Form

NPA Chapter Expense Reimbursement

This form is for chapter officer use only. Use this form to request that the NPA Executive Office cut a reimbursement check for chapter expenses. Please fill in all information and submit this form when you are finished to NPA, 1401 Hermes Lane, San Diego , CA 92154. If you have questions, email memberservices@npa.org or call 888.672.6720.

Check Payable To:

COMPANY NAME:		DATE PREPARED:	
Contact Name:		Chapter President Signature:	
Contact Phone:		Chapter Treasurer Signature:	
Address:		Chapter Contact:	
City, State, Zip:		Chapter Name:	

Itemized List

ITEM	CODE	DATE	RECEIPT ATTACHED?	DETAILED DESCRIPTION	AMOUNT
Office Supplies	7590				
Mailings	6970				
Telephone	9250				
Printing	7890				
Meeting Expense/Other	7060				
Meeting Expense/Meals	7040				
Misc. Expense	7350				
				Total Expenses:	

8. Invoice Request Form

NPA Invoice Request Form

This form is for chapter officer use only. Use this form to request that the NPA Executive Office invoice a vendor for services rendered to your chapter. You **must** have a PO number from the vendor. Please fill in all information and submit this form when you are finished to NPA, 1401 Hermes Lane, San Diego , CA 92154. If you have questions, email memberservices@npa.org or call 888.672.6720.

Chapter Contact Information

Chapter Contact: _____
Chapter Name: _____
Chapter ID: _____

Vendor Contact Information

Contact Name: _____
Company Name: _____
Address: _____
City: _____
State or Province: _____
Zip or Postal Code: _____ **Country:** _____
Phone: _____ **Fax:** _____
Email Address: _____

Vendor Billing Information

Invoice Date: _____
PO #: _____
Terms: _____

Itemized List

Item #	Quantity	Description	Price/Unit	Amount
1			\$	\$
2			\$	\$
3			\$	\$
4			\$	\$
5			\$	\$
6			\$	\$
Total Invoice				\$

9. Asset Inventory Form

NPA Chapter Inventory Form

Please fill in all information and submit this form when you are finished to NPA, 1401 Hermes Lane, San Diego , CA 92154. If you have questions, email memberservices@npa.org or call 888.672.6720.

Chapter:		Item Location:	
Contact:		Street Address:	
Phone:		City, State, Zip:	
E-Mail:			

Item #1:

Product #:	
Model:	
Serial #:	
Description:	
Components:	
Manufacturer:	
Estimated Market Value:	

Item #2:

Product #:	
Model:	
Serial #:	
Description:	
Components:	
Manufacturer:	
Estimated Market Value:	

Chapter:		Item Location:	
-----------------	--	-----------------------	--

Item # :

Product #:	
Model:	
Serial #:	
Description:	
Components:	
Manufacturer:	
Estimated Market Value:	

Item # :

Product #:	
Model:	
Serial #:	
Description:	
Components:	
Manufacturer:	
Estimated Market Value:	

Item # :

Product #:	
Model:	
Serial #:	
Description:	
Components:	
Manufacturer:	
Estimated Market Value:	

Item # :

Product #:	
Model:	
Serial #:	
Description:	
Components:	
Manufacturer:	
Estimated Market Value:	

