

# NSPRA Chapter Leadership Guidebook

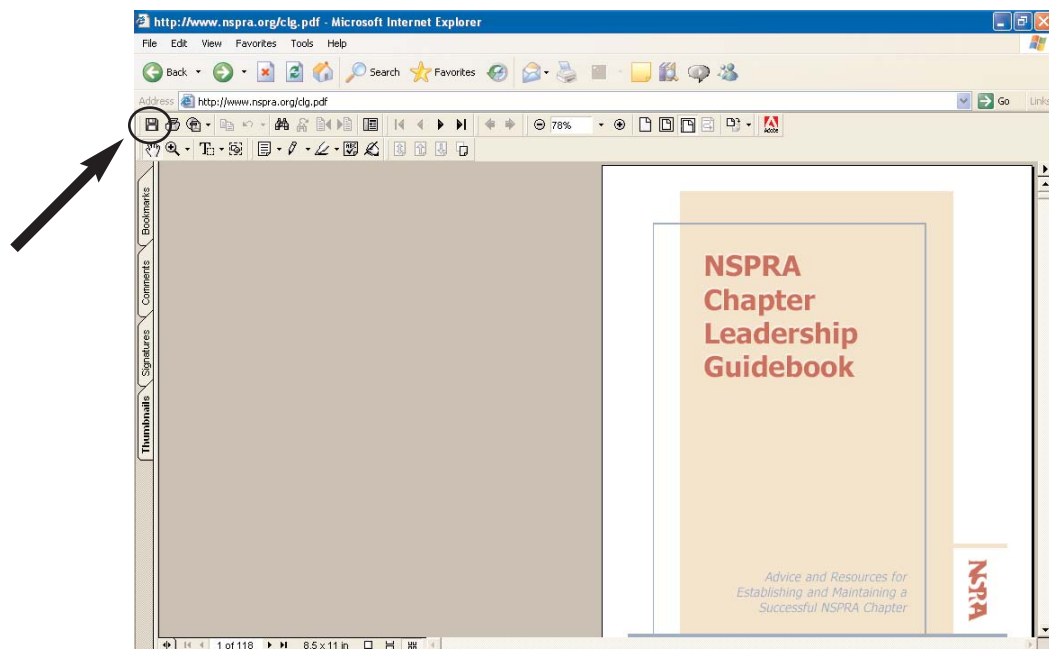
*Advice and Resources for  
Establishing and Maintaining a  
Successful NSPRA Chapter*

**NSPRA**

**NATIONAL SCHOOL PUBLIC RELATIONS ASSOCIATION**

[www.nspra.org](http://www.nspra.org)

**PLEASE NOTE:** To make the links in this PDF live, click the 'Save' icon in the upper left-hand corner of this page and save the PDF to your computer. Close your browser and use the file saved on your computer.



## To Chapter Leaders...

NSPRA is YOUR association. It is a great association thanks to you, your colleagues and the NSPRA Board and staff.

Staff and Executive Board members understand that our Association is only as strong as our members make it – by sharing ideas, serving on national committees, participating in professional development activities, and supporting your peers and the profession via our awards and recognition programs.

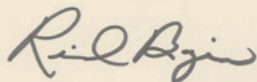
The Chapter Leadership Guidebook resulted from a brainstorming session of the Executive Board, as they discussed how NSPRA could enhance services to chapters, especially to facilitate your work as state and regional leaders.

Designed with your needs in mind, we hope the Guidebook will become an indispensable resource where you can find any and all information necessary to guide your chapter and provide outstanding service to your members.

We are posting more chapter resources on the NSPRA web site and have included links to many resources in the Guidebook. You can download the forms and other information you will need throughout the year at [www.nspira.org/leader\\_updates](http://www.nspira.org/leader_updates).

As with any effective public relations effort, the Guidebook will be constantly changing, reflecting updates in officers and policies as well as ongoing assessment and evaluation. Now it is up to you and your colleagues to help us make it better. Please share more of your chapter success stories and let us know what additional information will be helpful to you.

Send examples of what you are doing in either a Word or PDF file or with a brief explanation and link to more information on your chapter web site to Senior Associate Carol Mowen, APR, at [cmowen@nspira.org](mailto:cmowen@nspira.org).



Rich Bagin, APR  
Executive Director

## Table of Contents

<b>Relationships with NSPRA</b> .....	<b>6</b>
<b>NSPRA, “The Leader in School Communications”</b> .....	<b>7</b>
About NSPRA .....	7
NSPRA History .....	8
NSPRA Mission Statement .....	9
NSPRA Goals and Objectives .....	9
NSPRA Beliefs .....	10
NSPRA Culture .....	10
NSPRA Membership Categories .....	11
<b>Role of Chapters</b> .....	<b>13</b>
Chapters .....	13
<b>NSPRA Policies Relating to Chapters</b> .....	<b>13</b>
Formation of Chapters .....	13
Issuance of Charter .....	13
Chapter Officer Membership Requirements .....	14
Chapter Membership .....	14
Chapter Support .....	14
Chapter Leadership Development .....	15
Chapter Assignment to Regions .....	15
Chapter Officers .....	16
Chapter Reports .....	17
Chapter Suspension and Revocation .....	17
<b>Whom to Contact at NSPRA</b> .....	<b>18</b>
<b>Role of Regional Vice Presidents</b> .....	<b>20</b>
<b>Role of NSPRA Executive Board</b> .....	<b>22</b>
<b>Running for NSPRA Office</b> .....	<b>24</b>
History of Dedicated Leaders .....	24
A Guide to Running for an NSPRA Office .....	24
<b>NSPRA Recognition and Awards</b> .....	<b>25</b>
Accreditation .....	25
Chapter Recognition Program .....	25
NSPRA Foundation for the Advancement of Education ..	25
NSPRA Leaders Memorial Scholarship Fund .....	27
Dawn K. McDowell Memorial Scholarship.....	28
Contests and Awards.....	29
Presidents Award.....	29
Learning and Liberty Award .....	30
Eugene T. Carothers Human Relations Award .....	31

Bob Grossman Leadership Award .....	31
Barry Gaskins Mentor Legacy Award .....	32
Lifetime Professional Achievement Award .....	32
Criteria for Creating a New Award .....	34
Criteria for Renaming Existing Awards .....	34
<b>Hosting an NSPRA National Seminar .....</b>	<b>35</b>
Hosting Responsibilities .....	35
The Year Before the Seminar .....	35
The Seminar .....	37
Limited Compensation .....	40
Tips for Being an Outstanding Host Chapter .....	40
<b>Relationships with Other Organizations .....</b>	<b>42</b>
<b>Working with Other Education-Related or Public</b>	
<b>Relations Organizations/Associations .....</b>	<b>43</b>
Chapter Activities .....	43
<b>Recruiting and Maintaining Chapter Members ...</b>	<b>46</b>
<b>Recruiting New Members/Marketing</b>	
<b>the Chapter and NSPRA .....</b>	<b>47</b>
Enlisting New NSPRA Members .....	47
Marketing Strategies to Recruit Members.....	47
Chapter Marketing Activities .....	47
NSPRA Marketing Strategies.....	48
Marketing NSPRA to Your State .....	49
<b>Keeping Members Active and Involved .....</b>	<b>50</b>
Mentoring New Members .....	50
Chapter Activities .....	50
Engaging Veteran Members .....	52
Chapter Activities .....	52
NSPRA Chapter History .....	53
<b>Building Chapter Leadership .....</b>	<b>55</b>
<b>Committees .....</b>	<b>56</b>
Service on Committees .....	56
Leadership Tips .....	56
NSPRA’s “Seven Habits of Highly Successful Committees” .....	57
<b>Officers.....</b>	<b>59</b>
Service as Officers .....	59
Leadership Tips .....	59
Chapter Officer Orientation .....	59

<b>NSPRA Leadership Development Opportunities .....</b>	<b>60</b>
National Seminar.....	60
Chapter Leadership Guidebook .....	60
Networking with NSPRA Leaders.....	60
Chapter Leader Audioconferences/Webinars .....	60
<b>Important Annual Timelines/Deadlines .....</b>	<b>61</b>
<b>Making the Chapter a “Go To” Organization .....</b>	<b>62</b>
<b>Developing a Strategic Plan .....</b>	<b>63</b>
NSPRA “Facilitator’s Guide to Strategic Planning” .....	63
Chapter Strategic Plans .....	63
<b>Building a Budget .....</b>	<b>64</b>
Using the NSPRA “Cash Flow Report” .....	64
Chapter Cash Flow Example .....	65
<b>Raising the Funds .....</b>	<b>66</b>
Generating Money for the Chapter.....	66
Leaders’ Ideas for Fundraising .....	66
<b>Planning Meetings and Conferences .....</b>	<b>67</b>
Chapter Programs .....	67
<b>Surveying Members .....</b>	<b>69</b>
Chapter Surveys .....	69
<b>Developing Awards and Recognition Programs .....</b>	<b>70</b>
NSPRA Programs.....	70
Chapter Programs .....	70
<b>Networking with Peers .....</b>	<b>71</b>
Chapter Programs .....	71
Chapter Leader Meetings .....	71
<b>Using Technology: Web Sites and Listservs .....</b>	<b>72</b>
Tech Tools for Member Communication .....	72
Chapter Activities .....	72
<b>Promoting Professionalism .....</b>	<b>74</b>
<b>NSPRA Seminars and Conferences .....</b>	<b>75</b>
NSPRA National Seminar .....	75
Regional Conferences .....	75
NSPRA PR Power Hours.....	75
<b>Professional Accreditation.....</b>	<b>77</b>
APR...The Hallmark of Professionalism .....	77

<b>Codes of Ethics.....</b>	<b>78</b>
NSPRA Code of Ethics .....	78
North American Public Relations Council Uniform Code of Ethics.....	79
<b>Raising the Visibility of the Public Relations Function ..</b>	<b>81</b>
Communication Accountability Program .....	81
<b>Good Business Practices .....</b>	<b>82</b>
<b>Business Functions .....</b>	<b>83</b>
Introduction .....	83
<b>Not-for-Profit Organizations .....</b>	<b>84</b>
Internal Revenue Service (IRS) Designation.....	84
<b>NSPRA Requirements and Reports .....</b>	<b>85</b>
Chapter in “Good Standing” .....	85
Chapter Reports .....	85
<b>Incorporation and Bylaws .....</b>	<b>86</b>
Creating a Legal Structure for the Chapter.....	86
<b>Managing Chapter Funds.....</b>	<b>87</b>
Investing Funds.....	87
Keeping Records .....	87
Reporting to Members.....	87
Auditing Chapter Books .....	88
Keeping Important Documents.....	88
Ask for Advice.....	88
Contracting for Management Services .....	88
<b>Chapter Budgeting.....</b>	<b>89</b>
Part of Strategic Planning .....	89
Estimating Income... Chapter Dues .....	89
Estimating Income... Conference/Meeting Registration Fees .....	89
Estimating Other Income .....	90
Total Income .....	90
Expenses .....	91
<b>Chapter Budget Example .....</b>	<b>92</b>
<b>Appendix .....</b>	<b>93</b>
<b>Chapter Leader Resources.....</b>	<b>94</b>
<b>Have an Example You’d Like to Share with Other     Chapters? .....</b>	<b>96</b>

# Relationships with NSPRA



## NSPRA, “The Leader in School Communications”

### About NSPRA ...

The National School Public Relations Association (NSPRA) provides education communication training, services, and resources to school leaders throughout the United States, Canada and U.S. Dependent Schools worldwide. NSPRA’s mission, to advance education through responsible communication, is accomplished through a variety of diverse resources and offerings provided to members and other school leaders who contract with the Association for specific services or purchase its products.

Since 1935, NSPRA has built a reputation in the field for practical approaches to solving school district and agency communication problems. NSPRA has developed a number of useful communication products, conducts workshops and Seminars, maintains resource and research files, has contacts and resources within the corporate communication industry, and has 32 chapters that provide local networking opportunities and support for members.

In keeping with its mission, NSPRA provides training and assistance to school districts, state departments of education, regional service agencies, and state and national associations. For many of these groups, NSPRA has completed research-based communication audits to analyze the communication flow, along with targeting, content and effectiveness of their communication messages.

The NSPRA National Seminar, the most comprehensive school communication conference anywhere, is held every summer. This four-day session offers more than 70 topics on a wide array of school communication issues. For the latest information on the NSPRA Seminar, visit [www.nspira.org](http://www.nspira.org).

NSPRA’s four electronic newsletters, **NSPRA This Week**, **NSPRA Counselor**, **NSPRA Alert**, and **Opportunities**, provide summaries of breaking national education news, in-depth studies of issues and trends, and updates on Seminars, products and services available to educators.

**Communication Matters for Leading Superintendents** is an electronic newsletter targeting communication issues and topics for school system leaders.

NSPRA's monthly membership newsletter **Network** is seen as a communication resource for school leaders, not just members. Each edition tackles a major problem and explains how communication can play a vital role in solving it.

**Principal Communicator** is a building-level PR newsletter that provides practical help to school principals and other building-level leaders. The calendar and variety of communication topics are helping many to effectively improve communication at the community level.

**The Flag of Learning and Liberty** is a national education symbol, developed by NSPRA in its 50th Anniversary Year. On July 4, 1985, the Flag of Learning and Liberty flew over the state houses of all 50 states to launch the rededication of America's commitment to education and a democratic, free society.

NSPRA is a member of the **Educational Leaders Consortium** and works with all major national organizations to help improve educational opportunities for the nation's young people. In addition, NSPRA is a sponsoring agency of the **Educational Research Service (ERS)**. The Association also sponsors national awards programs to bring recognition for excellence in communication to individuals, districts and agencies.

### NSPRA History

NSPRA was **founded in 1935** as the National Association for Educational Publicity. The group grew out of a shared interest among teachers, reporters and crusaders associated with the National Education Association (NEA). Just a year later, the name was changed to the School Public Relations Association (SPRA).

Affiliation with NEA gave the association visibility and enabled it to attract members. In 1948, SPRA asked to formalize its association with the NEA. Two years later, SPRA merged with NEA and its name was changed to the National School Public Relations Association.

**Roy K. Wilson**, NEA's assistant radio and press chief, was appointed Executive Director, a part-time non-salaried position. In 1968, the position became a full-time salaried one, with Wilson leaving NEA to assume the directorship. He remained Executive Director until 1968. Wilson was followed in the Executive Director's position by **John Wherry, APR**, **Joe Scherer**, and in 1992 by current Executive Director **Rich Bagin, APR**.

The issue of collective bargaining became a wedge that eventually caused NSPRA and other education groups such as the National School Boards Association (NSBA) and American Association of School Administrators (AASA) to leave their affiliations with NEA and become independent organizations.

Other notable events in NSPRA's history were the adoption of a **Code of Ethics** in 1970, creation of the **Blue Ribbon Chapter Award** in 1977, development of an **accreditation plan** for members in 1975, purchase of the current offices in 1997, participation in the **Universal Accreditation Board** in 1999, and implementation of the **Communication Accountability Program** in 2004.

### NSPRA Mission Statement

The National School Public Relations Association is a professional organization dedicated to building support and trust for education through responsible public relations that leads to success for all students.

### NSPRA Goals and Objectives

**Goal 1: NSPRA will be the professional organization that is indispensable to school public relations professionals and other education leaders.**

**Objectives:**

1. NSPRA Members will have the skills they need to plan and implement an effective public relations program.
2. NSPRA members will be recognized and valued as critical members of school/district leadership teams.
3. School communication professionals will use NSPRA products, services and resources.
4. NSPRA members will exhibit commitment and dedication to the Association.

**Goal 2: NSPRA will be the recognized leader and authority on school public relations.**

**Objectives:**

1. NSPRA (staff and members) will be visible throughout the educational community.
2. NSPRA will be the primary source of expert information and knowledge on school public relations.

3. NSPRA members, superintendents and other educators will understand the positive impact of an effective communication program on student achievement and on a district's mission.
4. NSPRA members will use new and emerging communication technology to expand outreach and engage families and communities in the schools.
5. NSPRA will have beneficial relationships with other organizations.
6. NSPRA will advocate for effective public relations in education organizations.

## NSPRA Beliefs

NSPRA believes public relations:

- Is a crucial **leadership function** essential to the success of education.
- Is rooted in **honesty, integrity, accuracy, and ethical behavior** and is always in the public's interest.
- Serves as the **conscience and soul** of the organization.
- Strives to **build consensus** and reach common ground.
- Is a **financially responsible investment**.
- Provides **counsel and services** to all segments of the staff and community.
- Is the **shared responsibility** of everyone in education and their communities.
- Develops two-way, meaningful, trusting **relationships** with all audiences.
- Requires continuous **professional growth** to meet the accelerated pace of societal and technological changes.
- Enables education to function at its best by **bringing schools and communities together**.
- Is a critical component for success in the **teaching/learning process**.
- Serves the public **accountability** function for the school district.

## NSPRA Culture

Veteran members have often expressed their belief that NSPRA is “unique” among professional associations of its kind. There is a collegiality among members, who are always willing to share ideas and help their colleagues. Networking is a hallmark of this NSPRA culture.

**NSPRA leaders comment:**

“I would not be where I am today if it were not for NSPRA. I had an experience that taught me the value of a national network of experienced professionals who willingly share their expertise, strategies and work with other members. That NSPRA network of staff and members was the safety net that kept me from falling out of the profession and helped me to a successful, fulfilling career. Thank you, NSPRA!”

— *Gay Campbell, APR*  
*NSPRA President, 2005-06*

“School PR can be a lonely job, unless you are part of the NSPRA network. No matter what the challenge, another NSPRA member has faced it and is more than willing to share, learn with you and let you take all of the credit. I agree with those NSPRA leaders who have compared our Association to a family — a family of colleagues across North America and in the national office who care deeply about each other and our profession.”

— *Jim Dunn, APR*  
*NSPRA President, 2004-05*

“When we faced one of the most difficult and horrendous crises ever to strike a school, I called on NSPRA to help. And, help they did. NSPRA worked to secure assistance from school public relations professionals from around the country. NSPRA staff members and colleagues came to my district to lend a hand. The incredible benefits of networking with professionals through NSPRA is second to none.”

— *Rick Kaufman, APR*  
*NSPRA President, 2003-04*

## NSPRA Membership Categories

NSPRA offers the following categories of membership in the Association:

**Member**

A person who has responsibilities in educational public relations is eligible for NSPRA membership. Members have the right to vote and to hold office. Memberships can be designated as either Professional Memberships or School District Subscriptions.

## **Associate**

A person who is interested in and supportive of educational public relations may become an associate member. Associates may not vote and are not eligible to hold office. Associates include student members, retired members, honorary members and other categories that the NSPRA Executive Board may deem appropriate.

## **Subscriptions**

Some school districts have policies that prohibit individual memberships in associations. NSPRA offers a subscription service (the subscription is in the school district name) with the benefits of membership.

## **Institutional Memberships**

NSPRA institutional memberships are an economical way to provide membership for more colleagues in your school district. Contact NSPRA for more information.

## **Student Membership**

Any student enrolled in a college or university, with an interest in education public relations, shall be eligible for Student Membership as defined in the Association's procedures and membership materials.

## **Retired Membership**

Any person retired from full-time employment and interested in education public relations shall be eligible for Retired Membership as defined in the Association's procedures and membership materials.

## **Honorary Membership**

The Executive Board, at its discretion, may bestow lifetime Honorary Membership. Honorary members shall not pay dues nor have the right to vote or hold office.

**Note:** Discounts for additional memberships/subscriptions from the same organization are available. Current members/subscribers may contact NSPRA at 301-519-0496 or at [nspra@nspra.org](mailto:nspra@nspra.org) for more information on adding additional members/subscribers.

## Role of Chapters

### Chapters

NSPRA's chapters are important for many reasons. Chapters are the state 'face' of our national association. They serve as a link to members and offer the opportunity for members to network with each other at the state and local levels. NSPRA chapters provide programs and services that respond to members' needs and reflect our mission and goals. And because good communication is truly two-way, they also articulate the needs and concerns of state members to NSPRA's Executive Board and alert the Association to emerging public relations issues.

## NSPRA Policies Relating to Chapters

### Formation of Chapters

According to NSPRA policy (260.1), the Executive Board may establish Chapters of the Association on petition of 10 or more members in good standing in a given area – generally a state. The geographic region of the chapter shall be determined by the NSPRA Executive Board.

**Chapters may establish dues** for their members in addition to the dues members pay to the national Association. Chapters shall elect their own officers.

**Bylaws of each chapter shall be approved by the NSPRA Executive Board before final adoption by the Chapter.**

### Issuance of Charter

Approval of a chapter's Bylaws by the NSPRA Executive Board shall be followed by the issuance of an official charter to the chapter. Amendments to the Bylaws of a chapter must be approved by the Executive Board of the national Association to become effective.

By April 30 of the year following the granting of its charter, a chapter must complete its application as a Non-profit Organization under Section 501(c)(3) of the Internal Revenue Code, as specified in Policy 260.2.

## NSPRA Policies Relating to Chapters

### Chapter Officer Membership Requirements

The Bylaws shall require the Chapter President, President-elect (or the elected officer who succeeds as President), Treasurer, and one other elected officer designated by the chapter (preferably one responsible for national membership recruitment) to be members of NSPRA.

### Chapter Membership

All other chapter officers and members are encouraged to be members of the national Association. If a chapter believes that these membership requirements are a hardship, it may write to the Executive Director to request a temporary waiver of the requirement.

A member may belong to and vote in only one local (city, county or area) chapter, but may not hold elective office in more than one chapter at a time. Membership may be transferred from one chapter to another if approved by the latter chapter.

### Chapter Support

NSPRA provides support to chapters in various ways, many of which are described in different locations throughout this guidebook. A brief summary of those primary support services includes:

- This **Chapter Leadership Guidebook**, a resource guide for chapter officers.
- Tax-exempt “umbrella” through **federal 501(c)(3) designation**.
- A chapter recognition awards program (currently under development to replace the Blue Ribbon Chapter Awards program retired in 2008).
- **The Leading Edge** e-newsletter disseminated three times yearly to chapter officers, following NSPRA Executive Board meetings.
- **Executive Board members** available to present at chapter functions, for expenses and possible honorarium.
- **Advice and counsel** on chapter issues, from NSPRA staff and leaders.
- **Marketing materials** on NSPRA products and services to distribute at state conferences or for membership drives.



- Initiatives such as the **Communication Accountability Program (CAP)** to raise the visibility of the school public relations function.
- **Ongoing support for the school public relations function** at the national level through liaison work, collaborative projects and conference presentations with other national education associations, such as the American Association of School Administrators (AASA), National School Boards Association (NSBA), National Association of Elementary School Principals (NAESP) and Association of School Business Officials International (ASBO International).

### Chapter Leadership Development

NSPRA offers leadership development at the national Seminar for chapter officers under Policy 260.4. Leadership training opportunities may be offered at various times during the year and may include workshops, audio-conferences, webinars, electronic discussions/interactive sessions, or other activities depending on Association staff and budget resources.

**More information about NSPRA leadership development is included in the section of this *Guidebook* titled “Building Chapter Leadership.”**

### Chapter Assignment to Regions

NSPRA chapters are assigned to seven regions based on geographic location:

#### **Northeast**

Connecticut, Delaware, Maine, Massachusetts, New Hampshire, New Jersey, New York, Pennsylvania, Rhode Island, Vermont, New Brunswick, Newfoundland, Nova Scotia, Eastern Ontario, Prince Edward Island, and Quebec.

#### **Mideast**

District of Columbia, Indiana, Kentucky, Maryland, Michigan, Ohio, Virginia, and West Virginia.

### **Southeast**

Alabama, Florida, Georgia, Mississippi, North Carolina, South Carolina, Tennessee, Puerto Rico, and Virgin Islands.

### **North Central**

Illinois, Iowa, Minnesota, Nebraska, North Dakota, South Dakota, Wisconsin, Manitoba, and Northwest Ontario.

### **Northwest**

Alaska, Idaho, Montana, Oregon, Washington, Alberta, British Columbia, Northwest Territories, Saskatchewan, and Yukon.

### **South Central**

Arkansas, Kansas, Louisiana, Missouri, Oklahoma, and Texas.

### **Southwest**

Arizona, California, Colorado, Hawaii, Nevada, New Mexico, Utah, and Wyoming.

If a chapter, by majority vote of its membership, wishes to be assigned to a different NSPRA region, it may make that request in writing to the NSPRA President. Any change should maintain the contiguous nature of all regions and should reduce any disparity in membership numbers among regions.

The President will bring the chapter's request to the NSPRA Executive Board for discussion and action. If the Board approves a region reassignment, it shall propose a change in the NSPRA Bylaws for a vote of the membership at the next election. Changes in the structure of any region, made as a result of a Bylaws change, shall become effective on October 1.

### **Chapter Officers**

A list of current NSPRA chapter officers may be accessed at [www.nspra.org/officers](http://www.nspra.org/officers).

## Chapter Reports

Under Policy 260.2, NSPRA chapters must submit reports annually or as requested by NSPRA staff to remain in good standing.

**Details of these reporting requirements are included in the section of this *Guidebook* titled “Good Chapter Business Practices.”**

## Chapter Suspension and Revocation

The NSPRA Executive Board may suspend a chapter’s charter for up to one year if the chapter fails to meet requirements for NSPRA membership, reporting submission, adherence to bylaws (Policy 260.3). If the condition which caused the charter suspension is not corrected during the year of suspension, the Executive Board will revoke the chapter charter.

**More details about chapter suspension and revocation are included in the section of this *Guidebook* titled “Good Business Practices.”**

## Whom to Contact at NSPRA

The national office welcomes contact from chapters and members. Staff members respond to both e-mail and phone calls. The following list offers the contact information of NSPRA staff, as well as their areas of responsibility.

### Rich Bagin, APR

**Executive Director**

**301-519-0496 or ext. 208**

**[rbagin@nspra.org](mailto:rbagin@nspra.org)**

### Karen H. Kleinz, APR

**Associate Director**

*Communication Audits, Public Engagement Activities, Seminar Program*

**301-519-1227 or ext. 209**

**[kkleinz@nspra.org](mailto:kkleinz@nspra.org)**

### Carol Mowen, APR

**Senior Associate**

*Editorial Services, Chapter/Member Relations*

**301-519-1223 or ext. 204**

**[cmowen@nspra.org](mailto:cmowen@nspra.org)**

### Tommy Jones

**Business Services Manager**

*Accounts Payable and Receivable, Seminar and Event Registration, Cash Flow Report, IRS Status, Membership Information/Updates*

**301-519-1222 or ext. 206**

**[tjones@nspra.org](mailto:tjones@nspra.org)**

### Elaine Willis

**Manager, Seminar and Programs**

*National Seminar, Sponsors and Exhibits, PR Power Hour, Speaker and Workshop Service*

**301-519-1230 or ext. 211**

**[ewillis@nspra.org](mailto:ewillis@nspra.org)**

### Erin Strine

**Editorial and Marketing Specialist**

*Newsletters, E-newsletters, Editorial and Marketing Communications*

**301-519-1221 or ext. 202**

**[estrine@nspra.org](mailto:estrine@nspra.org)**

## Greg Dimeris

### **E-Communication Specialist**

*E-newsletters, NSPRA Web Site and E-Knowledge Portal,  
Technology Support*

**301-519-1224 or ext. 205**

**[gdimeris@nspra.org](mailto:gdimeris@nspra.org)**

## Shannon Hildebrant

### **Administrative Assistant/Office Manager**

*Awards Programs*

**301-519-1226 or ext. 200**

**[shildebrant@nspra.org](mailto:shildebrant@nspra.org)**

## Cynthia Frazier

### **Customer Service/Operations Assistant**

*Publication and Product Sales, Membership Renewals, Contact Info  
Updates, Seminar and Event Registration*

**301-519-1225 or ext. 207**

**[cfrazier@nspra.org](mailto:cfrazier@nspra.org)**

## Role of Regional Vice Presidents

NSPRA regions are represented on the Executive Board by Regional Vice Presidents. They are directly responsible for communications contact and activity between the Board, Executive Director and national office, and the chapters, state/province coordinators, and individual members in their respective regions. They keep chapters and members informed of Association activities, policies and other pertinent information, and bring the region's concerns to the Board.

Chapter leaders should feel free to contact their Regional Vice President for help or advice with school public relations issues, to share concerns or to answer questions.

### Regional Vice Presidents

#### North Central

##### **Nancy Kracke (2005-2008)**

Community Relations Director  
School District 112 – Chaska  
11 Peavey Road  
Chaska, MN 55318  
952-556-6121  
Fax: 952-556-6109  
[kracken@district112.org](mailto:kracken@district112.org)

#### South Central

##### **Susan Hardy Brooks, APR (2005-2008)**

President  
Hardy Brooks Public Relations  
2281 Jeff Place  
Tuttle, OK 73089  
405-392-2325  
Fax: 405-392-3355  
[hardybrooks@pldi.net](mailto:hardybrooks@pldi.net)

#### Northwest

##### **J.Marie Riche (2006-2009)**

Consultant  
Ideal Communications  
PO Box 2611  
Woodinville, WA 98072  
425-238-7044  
Fax: 866-394-8955  
[j.marie@idealcommunications.us](mailto:j.marie@idealcommunications.us)

## **Southeast**

### **Debbie Elmore (2006-2009)**

Director of Communications, South Carolina School Boards Association  
1027 Barnwell Street  
Columbia, SC 29201  
803-988-0224  
Fax: 803-779-0445  
[delmore@scsba.org](mailto:delmore@scsba.org)

## **Southwest**

### **Jim Cummings, APR (2007-2010)**

Director of Communications & Parental Engagement  
Glendale Elementary School District #40  
7301 North 58th Avenue  
Glendale, AZ 85301  
623-237-4000  
Fax: 623-842-8313  
[jcummings@gesd40.org](mailto:jcummings@gesd40.org)

## **Northeast**

### **Jim Van Develde (2007-2010)**

Director of Communications  
Lakeland Central School District  
1086 East Main Street  
Shrub Oak, NY 10588  
914-245-1700 ext. 262  
Fax: 914-245-8073  
[jimvan@lakelandschools.org](mailto:jimvan@lakelandschools.org)

## **Mideast**

### **Debra Q. Marlow (2007-2010)**

Director of Business/Government Relations  
Chesterfield County Public Schools  
P.O. Box 10  
Chesterfield, VA 23832  
804-748-1433  
Fax: 804-768-4383  
[debra\\_marlow@ccpsnet.net](mailto:debra_marlow@ccpsnet.net)

## Role of NSPRA Executive Board

NSPRA is guided by a 12-member Executive Board that is comprised of 10 elected officers (seven Regional Vice Presidents, Vice President for Diversity Engagement, President-elect and President), along with two appointed officers (Vice President at Large – Superintendents of Schools and Vice President at Large – School Board Focus).

As the governing body for NSPRA, the Executive Board meets three times during the year – at the National Seminar and in November and March, for a two- or three-day session. In addition to attending these meetings and working with other Board members and the Executive Director, officers are expected to be liaisons to state chapters in their regions and to Association committees, promote membership recruitment, welcome new members, and work to ensure that the Association meets the needs of its members.

Executive Board members are available to answer members' questions, address concerns and provide assistance regarding school public relations issues.

The seven current Regional Vice Presidents are listed in the previous section. The other current Executive Board officers are:

### **President**

#### **Marsha Chappelow, Ph.D. (2007-2008)**

Assistant Superintendent, Human Relations and Communications  
Ladue School District  
9703 Conway Road  
St. Louis, MO 63124  
314-994-7080  
Fax: 314-994-0441  
[mchappelow@ladue.k12.mo.us](mailto:mchappelow@ladue.k12.mo.us)

### **President-Elect**

#### **Sandra Cokeley, APR (2007-2008)**

Director of Quality and Community Relations  
Pearl River School District  
275 East Central Avenue  
Pearl River, NY 10965  
845-620-3932  
Fax: 845-620-3927  
[cokeleys@pearlriver.org](mailto:cokeleys@pearlriver.org)



**Vice President for Diversity Engagement**

**Anji Husain (2005-2008)**

Manager, Corporate Communication  
Hamilton-Wentworth District School Board  
100 Main Street West  
Hamilton, Ontario Canada L8P 1H6  
905-527-5092, ext. 2377  
Fax: 905-521-2544  
[anji.husain@hwdsb.on.ca](mailto:anji.husain@hwdsb.on.ca)

**Vice President at Large — Superintendents of Schools**

**Kenneth E. Bird, Ed.D.**

President/CEO  
Bright Futures Foundation  
6910 Pacific, Suite 202  
Omaha, NE 68106  
402-916-9777  
[kbird@bffoundation.com](mailto:kbird@bffoundation.com)

**Vice President at Large — School Board Focus**

**Thomas J. Gentzel**

Executive Director  
Pennsylvania School Boards Association  
P.O. Box 2042  
Mechanicsburg, PA 17055  
717-506-2450, ext. 3303  
Fax: 717-506-4716  
[tom.gentzel@psba.org](mailto:tom.gentzel@psba.org)

## Running for NSPRA Office

### History of Dedicated Leaders

NSPRA has a long history of dedicated leaders who have worked hard to create and sustain the financially sound and membership-strong organization that serves you today. That commitment to professional development and true collegiality among members is a hallmark of our association.

Serving as an officer on the NSPRA Executive Board takes time and energy, but as past officers will attest, it is also an opportunity to stretch oneself professionally and strengthen your leadership skills for the future. You also have a chance to travel to other chapters, meet education leaders, and make a positive contribution to our profession and education.

### A Guide to Running for an NSPRA Office

While most NSPRA leaders first held office in their state chapters, that is not a requirement. Members interested in carrying on the NSPRA leadership tradition by becoming an NSPRA Regional Vice President, Vice President at Large or NSPRA President-elect should review a copy of the NSPRA booklet ***A Guide to Running for an NSPRA Office***.

The guide may be downloaded from the NSPRA web site at [www.nspra.org/files/docs/election\\_guidelines\\_brochure.pdf](http://www.nspra.org/files/docs/election_guidelines_brochure.pdf).

The guide contains the following information about running for an NSPRA office:

- Nomination procedure and required nominating materials.
- Nomination and election timeline.
- Association governance structure and job descriptions for national offices.
- Code of Ethics for NSPRA officers.
- Qualification requirements for candidates.
- Campaign policies and procedures.
- Conflict of interest statement.
- Executive Board powers and duties.
- Candidate campaign pledge form.
- Campaign complaint form.

## NSPRA Recognition and Awards

NSPRA leaders understand the value of recognition for exemplary work in the field of school public relations. Such awards not only provide personal satisfaction for outstanding accomplishment, but also honor and promote our profession.

Over the years, the NSPRA Executive Board has authorized the creation and implementation of programs for members and chapters to gain recognition for their achievements and for the school public relations profession.

**Information and applications/nomination forms for NSPRA recognition and award programs may be downloaded from the NSPRA web site at [www.nspira.org/leader\\_updates](http://www.nspira.org/leader_updates).**

### Accreditation

NSPRA is a participating organization with representation on the Universal Accreditation Board (UAB) which administers the Accredited in Public Relations (APR) program. The Universal Accreditation program is designed to raise professional standards, improve the practice of public relations and provide an incentive for public relations practitioners to broaden their knowledge and improve their skills and performance.

**More information about accreditation is included in the section of this *Guidebook* titled “Promoting Professionalism” and on the UAB web site at [www.praccreditation.org](http://www.praccreditation.org).**

### Chapter Recognition Program

NSPRA retired the Blue Ribbon Chapter Awards program in 2008 and is currently developing a new recognition program for chapters.

### NSPRA Foundation for the Advancement of Education

NSPRA maintains the Foundation for the Advancement of Education to fund scholarships to the National Seminar and other projects as designated by the Foundation Board.

The Foundation is administered by a Board comprised of current Executive Board members. Funds for the Foundation are maintained in a separate interest-bearing account. Donations to the Foundation are accepted from members or other interested person or organizations.

### **Seminar Scholarship**

Each year, the NSPRA Foundation for the Advancement of Education administers several scholarships to NSPRA's National Seminar. Two of these scholarships are awarded to individuals who are new to school public relations and are intended to expand their knowledge of the profession and expose them to the benefits of NSPRA membership. Each scholarship includes a waiver of the Seminar registration fee and a \$250 stipend for expenses. One of these scholarships is specifically designated for a school public relations professional who is an ethnic minority.

Chapter presidents, and members from states and provinces with no chapter, are invited to nominate candidates for these scholarships by completing the nomination form. Each chapter president may submit up to two nominations, one of which must be for the designated ethnic minority scholarship. A sub-committee of the NSPRA Executive Board will review the applications and make recommendations to the full Board to be voted on at their March meeting.

Chapters are encouraged to identify members who not only will benefit from attending an NSPRA Seminar, but who also have the potential of becoming chapter and NSPRA leaders in the future. Candidates must meet the following criteria in order to be nominated:

#### **The candidate:**

- Has worked in school public relations less than three years;
- Has never attended an NSPRA Seminar;
- Is engaged in a full-time professional school public relations position; and
- Is a chapter member in good standing (NSPRA membership is not required to qualify)

Qualifications are the same for the designated ethnic minority scholarship.

As nominators, chapter presidents, or members in states without chapters, must complete Section A of the application. Section B must be completed by the candidate and returned to the nominator. The

nominator must submit the completed forms and any supplementary letters of recommendation to NSPRA. **The deadline for scholarship applications is February 1.** Recipients will be notified in March.

The Foundation also administers any designated active NSPRA Leaders Memorial Scholarships.

### Research Grant

The NSPRA Foundation for the Advancement of Education provides a research grant of \$300 to fund a project that will add to the body of knowledge for school communications. A report on the research results is carried in *Network*, and the grant recipient is expected to make a presentation on the research results at the National Seminar.

**Any NSPRA member is eligible to apply. Proposals must contain the following:**

- Rationale for why the study/project is needed.
- Objectives of the study/project.
- Description of the process.
- Timeline.
- Anticipated budget.
- Name(s) of researcher(s).

It is hoped that the grant recipient or an NSPRA chapter will contribute supplemental money or in-kind services to the Foundation to increase the scope of the research. Any such additional funding should be submitted as part of the application. **Proposal submissions are due by October 15.**

### NSPRA Leaders Memorial Scholarship Fund

The NSPRA Leaders Memorial Scholarship Fund enables families and colleagues to honor deceased members.

Contributions by chapters or individuals must total at least \$500 to have the deceased member named in the Annual Memorial Scholarship. The decedent's name will continue to be part of the Memorial Scholarship list of honorees even if contributions are exhausted through grants.

If contributions total \$2,000 or more, a separate scholarship in the honoree's name will be created and maintained so long as the contributions exceed the cost of a Seminar registration. If contributions are

exhausted through grants, the separate scholarship will be discontinued and the decedent's name added to the Memorial Scholarship list.

**Separate scholarship funds could be designated by the donors to provide grants for:**

- The registration fee for the annual NSPRA Seminar.
- The registration fee for the New Professionals Program.
- The registration fee for a Pre-Seminar Workshop at the annual NSPRA Seminar.

**Cash contributions to the NSPRA Leaders Memorial Scholarship Fund may be made by:**

- Family members, chapters, other individuals, or groups.
- By direct contribution by chapters or in lieu of an honorarium to a Board member for speaking at a chapter event.
- Individual contributions that are solicited annually by NSPRA for the scholarship fund.

### **Dawn K. McDowell Memorial Scholarship**

The **Dawn K. McDowell Memorial Scholarship** is currently administered by the NSPRA Foundation for the Advancement of Education and was made possible by the generous donations of her family and MinnSPRA to the NSPRA Leaders Memorial Scholarship Fund in order to honor her memory and contributions to the Association and the school public relations profession. The scholarship covers the cost of a Seminar registration.

Candidates must be nominated by the president of their state NSPRA chapter. Please contact your chapter president for support. Candidates must meet the following criteria in order to be nominated:

- Has never attended an NSPRA Seminar;
- Is engaged in a full-time professional school public relations position;
- Is a chapter member in good standing (NSPRA membership is not required to qualify).

**The deadline for scholarship applications is February 1.** The recipient will be notified in March.

## Contests and Awards

Three programs are conducted annually by the Association to recognize excellence in publications and electronic media productions (School Publications and Electronic Media Contest), public relations activities (Golden Achievement Award), and public relations programs (Gold Medallion Awards). Complete details on these programs can be found at [www.nspraprof.org/awards](http://www.nspraprof.org/awards).

### School Publications and Electronic Media Contest

For exemplary public relations activities, programs and projects. All public and private schools and institutions are eligible. Each winner receives a certificate suitable for framing, a letter of commendation for the district or agency and recognition in an NSPRA publication. Each entry is judged against criteria, not other entries.

### Golden Achievement Awards

For exemplary public relations activities, programs and projects. All public and private schools and institutions are eligible. Each winner receives a certificate suitable for framing, a letter of commendation for the district or agency and recognition in an NSPRA publication. Each entry is judged against criteria, not other entries.

### Gold Medallion Awards

For excellence in educational public relations programs. Entries may come from public and private schools, vocational-technical schools beyond 12th grade, two-year community colleges, state/national education groups and public relations agencies, consultants or private businesses serving such schools and colleges. Judging is against criteria as well as other entries and is highly competitive. Winners receive medallions at the NSPRA National Seminar.

## Presidents Award

The NSPRA Presidents Award is the highest honor bestowed by the Association. It is given to recognize a (living) individual NSPRA member for **outstanding professionalism and integrity throughout a career as a school public relations practitioner**. In addition, it recognizes the member's active involvement in and substantive professional contributions to NSPRA, as well as the profession of school public relations.

**To be eligible, nominees must:**

- Hold a professional membership in NSPRA.
- Be a member of the state chapter (unless nominee's state has no chapter).
- Hold (or have held during their career) a full-time education public relations position (with a district, school, educational agency or association) for a minimum of 10 years.

**The following NSPRA members may submit nominations for the award:**

- All past members of the NSPRA Executive Board.
- All current-year chapter presidents.
- All past recipients of the award.

The President-elect, along with two other members of the Executive Board appointed by the President, will screen nominations to three finalists. These finalists, or the members who nominated them, will be asked to submit additional information for consideration. A selection committee comprised of the President and two most immediate Past Presidents shall select the award recipient. If no candidates meet the desired level of criteria, no award will be given. The selection committee will make its decision by May 1.

The award recipient and nominator will be notified by the President. Notifications will be followed by an announcement of the recipient in an NSPRA publication. The award will be presented at the NSPRA National Seminar.

## Learning and Liberty Award

The NSPRA Learning and Liberty Award reflects the symbolism of the Education Flag of Learning and Liberty, and is given in recognition of **outstanding collaborative efforts among schools, business and community, and the home**. Special consideration will be given to national endeavors and the impact of the nominee's efforts on a national level.

A three-member subcommittee of the Executive Board, appointed by the President, will identify and recommend deserving candidates at the Board's Spring meeting. The Executive Board may approve one or more recommended candidates to honor at future Seminars in order to guarantee attendance to accept the award. If no candidate meets the established criteria, no award will be made.



The award recipient will be notified first, followed by an announcement of the recipient in an NSPRA publication. The award will be presented at the NSPRA National Seminar.

### Eugene T. Carothers Human Relations Award

The Eugene T. Carothers Human Relations Award is given to individuals **who foster justice and equal opportunity for all people**, regardless of race, religion, national origin, economic status, sex, or age, and who develop respect, mutual understanding and civic cooperation between people of all backgrounds. Consideration for this award includes a nominee's outstanding service in the fields of education, human rights and human relations, and who exemplifies the ideals of justice and equality for all people.

Any individual who embodies these ideals and who is a champion for minorities is eligible for the award. The Vice President for Diversity Engagement, along with two other members of the Executive Board appointed by the President, will identify and recommend deserving candidates at the Board's Spring meeting. The Executive Board may approve one or more recommended candidates to honor at future Seminars in order to guarantee attendance to accept the award.

The award recipient will be notified first, followed by an announcement of the recipient in an NSPRA publication. The award will be presented at the NSPRA National Seminar.

### Bob Grossman Leadership in School Communications Award

The Bob Grossman Leadership in School Communications Award recognizes a practicing **superintendent of schools or CEO** of an education agency, service center or intermediate unit for **outstanding leadership in school public relations**.

Any member of NSPRA may submit one nomination for this award on the official entry blank. A selection committee, composed of two NSPRA Executive Board members, one NSPRA member, and a practicing or former superintendent, will be appointed by the President and review the nominations. The committee will make its selection by May 10 of each year.

The award recipient will be notified first, followed by an announcement of the recipient in an NSPRA publication. The award will be presented at the NSPRA National Seminar. NSPRA will provide complementary seminar registration and two nights' lodging, double occupancy, for the award recipient.

### Barry Gaskins Mentor Legacy Award

The Barry Gaskins Mentor Legacy Award recognizes a practicing school public relations professional for outstanding efforts in **mentoring colleagues new to school public relations, providing counsel and advice on job success; and assisting colleagues in their professional development** by creating or providing programs and activities designed to improve public relations skills and knowledge. The recipient will be allowed to designate a mentee of their choice to receive a scholarship to the following year's NSPRA Seminar.

#### To be eligible, nominees must:

- Hold a professional membership in NSPRA.
- Be a member of the state chapter (unless the nominee's state has no chapter).
- Hold (or have held during their career) a full-time school public relations position for a minimum of five years.

Any professional member of NSPRA may submit one nomination for the award on the official application form.

A three-member subcommittee of the Executive Board, chaired by the President-Elect, will serve as a screening committee for nominations. Three nominees will be recommended for final selection by the Executive Board at the spring meeting. The award recipient will be notified first, then the mentee who will receive the Seminar scholarship. Notifications will be followed by an announcement of the recipient in an NSPRA publication. The award will be presented at the NSPRA National Seminar.

### Lifetime Professional Achievement Award

The Lifetime Professional Achievement Award gives chapters and individuals an opportunity to recognize the many **contributions of veteran NSPRA members who work tirelessly behind the scenes on behalf of education and improved communication** between schools and community.

**This award is given periodically during the year to recognize veteran NSPRA members who have:**

- Led distinguished careers as school public relations professionals.
- Earned the respect of their colleagues at the state and national level.
- Remained active NSPRA members at either the chapter or national level for the majority of their careers.
- Shared their knowledge and experience at chapter workshops and conferences and at the NSPRA Seminar.
- Contributed to the work of NSPRA committees and task forces.
- Mentored new members and supported NSPRA colleagues.
- Demonstrated the practice of good public relations on a daily basis.
- Constantly advocated the need for good communication between schools and the public.

**Eligible nominees must:**

- Hold professional membership in NSPRA for at least 10 years (or have been a member for at least 10 years at the time of death).
- Be a member of an NSPRA state chapter(s) for at least 10 years, unless the state has no chapter.
- Hold (or have held during his or her career) a full-time school public relations position (with a district, school, educational agency or association) for a minimum of 10 years.

Any current NSPRA Chapter Officer or past NSPRA Executive Board member may submit a nomination, using the official form available on NSPRA's web site. All nominations will be submitted to the appropriate regional vice president for review. The NSPRA Executive Board will consider and approve nominations.

Nominating chapters/members will receive a certificate with the recipient's name that is suitable for framing, along with a letter of commendation from the NSPRA president. Nominating chapters/members are encouraged to schedule a special presentation to present the award. Award recipients will be listed on the NSPRA web site. Award recipients also will be recognized at the Annual Meeting during the National Seminar.

## Criteria for Creating a New Award

**Any request to create a new award to honor a member must meet the following criteria:**

- Honoree must have been an NSPRA member for at least 15 years.
- The honoree must have made a significant contribution to NSPRA as a staff member, Past President or past Executive Board member, and must have contributed in numerous ways to the school public relations profession.
- The purpose of and criteria for a new award must be different from the purpose and criteria of any existing NSPRA award.
- A proposal for a new award must establish a source of funding to cover the annual costs of making the award.

A proposal to create a new award to honor a member must be submitted in writing, provide a rationale for the award, meet the above-stated criteria, and be supported by at least three past presidents. The Executive Board will consider the proposal at its next meeting.

## Criteria for Renaming Existing Awards

**Any request to consider re-naming an existing award to honor a member must meet the following criteria:**

- The honoree must have been an NSPRA member for at least 15 years.
- The honoree must have made a significant contribution to NSPRA as a staff member, Past President or past Executive Board member, and must have contributed in significant ways to NSPRA throughout their career.
- The honoree's contributions should have a logical connection to the purpose of the existing award, and the individual is not honored by any other award or distinction.

A proposal to rename an existing award to honor another member must be submitted in writing, provide a rationale for changing the name of the award, meet the above-stated criteria, and be supported by at least three past presidents. The Executive Board will consider the proposal at its next meeting.

## Hosting an NSPRA National Seminar

Chapters that have the opportunity to host an NSPRA National Seminar find it to be a challenging but rewarding experience, and as former host chapter members will attest, also great fun and a real team-building experience!

One of the hallmarks of an NSPRA Seminar is the warm and friendly atmosphere, and the host chapter plays a critical role in ensuring that all participants feel welcome and involved during the week. NSPRA staffers can't be everywhere at once, so we count on host chapter members to help troubleshoot and keep us tuned in to participants' needs. We also count on the host chapter to provide the "local" expertise about places to go, things to see, and other considerations related to the Seminar city. Bottom line – chapters are a key part of the team that makes the Seminar a success!

That being said, serving as a host chapter to an NSPRA Seminar is optional and not required of our chapters. **Chapters may decide not to serve as hosts or may choose to participate in a more limited capacity.** We recognize the commitment it takes – both financial and from volunteer members – to take on hosting responsibilities. We continue to look for alternatives to some of our traditional activities, particularly as Seminar participation grows and costs for social events escalate, so we welcome input from our chapters on how best to address these issues.

For those chapters that welcome the opportunity, we have compiled the following guidelines to explain what hosting entails once NSPRA has contracted with a hotel to come to your state.

### Hosting Responsibilities

The host chapter's primary responsibility is to oversee the social activities woven throughout the Seminar. Planning generally begins several years prior to the event.

### The Year Before the Seminar

The year prior to the Seminar in your state, you can help create a "buzz" that gets people excited about coming to your state and the Seminar city. Some strategies that have been successful in the past include:

**Develop a theme and logo that reflects the site location and the chapter's entertainment focus.**

While NSPRA has a serious Seminar theme and develops a logo each year for use in marketing materials that reflects the program offerings, over the years host chapters have also created their own social themes and logos to help balance the work and play aspects of attending a Seminar. A recent example that worked well was the Chesapeake Chapter's "Monumental Experience" theme for the Washington, D.C. Seminar.

The chapter is not required to develop its own logo, and you may prefer to use NSPRA's official Seminar logo once it's available. If your chapter chooses to have its own social theme and logo, you will be responsible for developing and paying for any artwork you plan to use and for providing appropriate color as well as black/white art to NSPRA for use in our Seminar promotions. In order to get maximum use of a chapter logo and theme, we recommend this be completed to unveil at the Seminar before yours as a preview.

**Staff a preview booth at the Seminar before yours.**

This will help you promote it in person and let folks get a peek at the enthusiasm your chapter members will bring as official hosts. NSPRA will provide you with a space and table for this purpose. The chapter is responsible for decorating the space and providing any informational handouts, such as site-seeing brochures, tourism guides, and other materials that promote the future Seminar city. This is one task that we really rely on local chapter folks to manage for us, even if it is just to collect a variety of tourist information to make available for our members.

**Decorate the tables at the Seminar banquet.**

Traditionally, this has been something our host chapters have enjoyed doing as it allows you to put the talents of your creative members on display. Decorations can reflect your entertainment theme, the state, or the city where the Seminar will be held. Again, this is a task the chapter may opt out of if it chooses.

**Provide a brief (10 minutes maximum) presentation at the close of the banquet.**

Officially invite participants to join the chapter at the next year's Seminar and give them a preview of what they can expect to see and do. The goal of this presentation is to "sell" the Seminar location and get people excited about coming to your city. Keeping this goal in mind,

the chapter may be as creative as it likes with the presentation. However, if your presentation requires AV equipment or other props that involve a rental fee, the chapter will be responsible for covering the costs. We ask that you communicate with NSPRA in advance about your plans for this presentation.

**Assist NSPRA in marketing the Seminar to educators in your state.**

E-mail and mailing addresses of educators (other than chapter members) can be used to help target market the Seminar regionally.

**Prepare a marketing flyer in PDF format about the activities the chapter has planned for members at the Seminar.**

NSPRA send this information to Seminar registrants along with their other registration materials and includes it in our marketing promotions. This information typically includes sign-up forms for social activities, T-shirt order forms, etc. This web site/information should be completed by February 1 of your Seminar year so that it can be included in registration electronic mailings.

**Create a special Host Chapter web site.**

Promote the Seminar location and the chapter's social activities. For our most recent Seminars, participants could sign up and pay online for social activities through the chapters' web sites.

**Communicate with colleagues and friends and encourage them to attend the Seminar.**

Use your network of colleagues and friends to encourage them to attend the Seminar.

## The Seminar

**The host chapter has traditionally been responsible for these Seminar activities:**

**Welcoming participants.**

NSPRA provides you with a table and space for a hospitality booth that can serve as an information and distribution center for chapter activities, T-shirt sales, etc. Many chapters solicit donations from local businesses and provide each participant with a "goodie bag" when they register. We also ask the chapter to give an "official" welcome at the Annual Meeting on Sunday afternoon and provide a chapter member to assist in presenting the "How to Make the Most of Your First NSPRA Seminar" session, also on Sunday afternoon.



**Sponsoring a major social event.**

While the Tuesday night social event has long been an NSPRA Seminar tradition, as the Seminar gets bigger, we recognize that this can be an expensive and challenging activity for chapters to organize. In light of this, NSPRA is looking at making changes to this traditional model, and we are open to the chapter's ideas for alternate activities that allow for social networking to take place among participants (i.e., dessert or after-dinner event; city tours, an evening hospitality site, etc.). Or, the chapter may opt to not host an activity at all.

Traditionally the Tuesday night event has been the Seminar's "evening out" for participants and their families. These events have included dinner and some type of extra activity, such as a boat ride, ball game, dinner/dance or visit to an entertainment venue like Sea World. The most successful events tend to be low-cost and do not involve complicated transportation arrangements. But that being said, we recognize that it is becoming increasingly difficult to accomplish this task.

If the chapter organizes an event, the chapter is responsible for all arrangements and related costs. NSPRA is not responsible for ticket sales and participants will deal directly with the chapter. We suggest you cost your event so that the chapter at least covers expenses. NSPRA does not sign contracts for any chapter sponsored events, but we will work closely with you if your planned activities are held in the hotel, as we have legal and fiscal responsibilities for all hotel events. We will gladly discuss or review any ideas the chapter has for social events.

**Providing entertainment/additional funds for the opening night reception.**

NSPRA budgets a set amount of money for the opening night reception for participants and their families. Many host chapters choose to co-sponsor the reception by adding chapter funds or finding corporate sponsors so that additional entertainment and food can be provided. In the past, host chapters have paid for strolling musicians, dance bands, and live DJs. Chapters are also welcome to provide decorations and activities that support their entertainment theme and to be visible in the role of "hosts" throughout the reception, but this is not required.



### **Coordinating Sign-Up Dinners.**

These are generally held on Sunday night following the opening reception. A popular NSPRA activity, Sign-Up Dinners are designed to help participants meet new people early in the Seminar and are especially nice for those who come alone or are first-time attendees. Host chapters scout local restaurants in advance and assign chapter members to make arrangements and serve as guides and hosts for each group. The chapter is responsible for posting sign-up sheets with brief descriptions and price ranges for each restaurant and escorting groups to and from the restaurants. Everyone who signs up is responsible for paying for their own meal.

### **Selling T-shirts or Souvenirs.**

As long as the hotel allows such sales, the host chapter may sell items at its hospitality booth. The chapter is solely responsible for items sold and monies collected. Raffles or drawings may be held the same way.

### **Host chapters may also be involved in some additional ways if they choose:**

- You may want to recommend special session presenters from your state for NSPRA to consider. Some chapters have also sponsored the cost of a speaker. While the final decision rests with NSPRA, we welcome your suggestions. However, in order to be considered, recommendations must be submitted in August of the year prior to your Seminar.
- NSPRA has a business sponsor/partnership program that successfully brings in additional Seminar funds. The chapter may also want to seek out business sponsors to help fund your Seminar activities and to assist NSPRA as well. Should you decide to seek sponsors, you will need to follow the established guidelines that we will provide.
- The chapter may coordinate optional tours, activities or off-site events in addition to the major evening social event as long as they do not interfere with the Seminar program schedule. **A word of caution:** it takes a great deal of time, energy, and manpower to organize extra activities and events in addition to the major social function, so we advise you to proceed cautiously down this path.

## Limited Compensation

In recognition of the time and effort required of host chapters, NSPRA offers host chapters the following:

### The year prior to your Seminar\*

- Two registrations at a 50% discount (at the time of registration) to support preview activities. It is up to the chapter to decide who will receive these registrations and they must be used at the time the recipients register for the Seminar (discounts are not retroactive for those who have already registered). The chapter will need to notify NSPRA as to who has been designated for these special registrations.

### The year the Seminar is in your state\*

- Five registrations at a 50% discount (at the time of registration) that the chapter may use to help compensate those core members who will spend the most amount of time on Seminar activities. It is up to the chapter to decide who will receive these registrations and they must be used at the time the recipients register for the Seminar (discounts are not retroactive for those who have already registered). The chapter will need to notify NSPRA as to who has been designated for these special registrations.
- One sleeping room from Saturday night through Wednesday night at no cost to the chapter.

\* Should the chapter choose to opt out of full participation in hosting activities at the Seminar or during the preview year, NSPRA reserves the right to adjust the special compensation that will be offered.

## Tips for Being an Outstanding Host Chapter

**Get your Seminar Committee organized and working EARLY.**

Once you've determined the kinds of activities you want to sponsor, assign people to oversee or chair sub-committees on each task area.

**Assign one person to be the overall Seminar committee chair who will serve as the liaison to NSPRA.**

We ask that this be just one person to ensure ease and accuracy in communication. All questions and requests should come through that person.

**Involve as many of your chapter members as possible.**

Everyone enjoys being part of planning fun social events and this

helps build camaraderie and team spirit within the chapter. Don't forget to communicate to the chapter at large what you are planning! Creating excitement at home helps create excitement about your plans across the Association.

**Start your fundraising efforts as soon as possible.**

You will need up-front funds if you plan on selling T-shirts and you may need a down payment for your social event. You will also need funds if you plan to do anything extra at the opening reception.

**Don't try to outdo the chapter who hosted the year before.**

Every Seminar is different and what makes it special is the unique way you decide to host at your Seminar. Different cities lend themselves to different types of activities, so keep that in mind as you plan.

**Don't bite off more than you can chew.**

It's easy to get excited and brainstorm lots of terrific ideas, but in the end you will find you have a limited amount of time and finite resources to accomplish your goals. Pick a couple of things you want to do, then do them well.

**Consider providing chapter members with special T-shirts or some other item that makes them easily identifiable throughout the Seminar.**

That makes it easy for participants to know who you are and feel comfortable stopping you to ask a question.

**Which leads us to the most important host responsibility...**

**Be visible!**

The most memorable Seminars all have one thing in common — a very visible, enthusiastic host chapter. When you and your chapter members are outgoing, personable and obviously having a good time, it rubs off on everyone at the Seminar. Your active presence in the registration area and lobby, and at all the general sessions as well as at all the social events will leave an indelible impression on participants that they won't soon forget.

**And last but not least, have FUN!**

This is your chance to shine as a chapter, so make the most of it.

NSPRA staff work closely with the chapter as you prepare to host the NSPRA Seminar. Host chapter leaders are encouraged to call the NSPRA office with any questions as you begin planning.

# Relationships with Other Organizations

## Working with Other Education-Related or Public Relations Associations/Organizations

Just as NSPRA and its membership have benefited from building and maintaining relationships with other professional associations and organizations such as the **Public Relations Society of America (PRSA)** ([www.prsa.org](http://www.prsa.org)), **Universal Accreditation Board (UAB)** ([www.praccreditation.org](http://www.praccreditation.org)), **American Association of School Administrators (AASA)** ([www.aasa.org](http://www.aasa.org)), **National School Boards Association (NSBA)** ([www.nsba.org](http://www.nsba.org)), state chapter leaders cite the value of these activities at the state or regional level.

NSPRA is a founding member of the **Educational Research Service (ERS)** ([www.ers.org](http://www.ers.org)), and the NSPRA Executive Director serves on the ERS Board of Directors. In addition, NSPRA is a member of the **Learning First Alliance (LFA)** ([www.learningfirst.org](http://www.learningfirst.org)), a coalition of education association and leaders.

Chapter leaders are encouraged to pursue these alliances and collaborations as they promote the importance of the school public relations function to other education leaders and raise the status of our profession, along with receiving recognition for the work of the chapter and its members.

Following are some examples of NSPRA chapters and their activities to promote relationship-building with other education-related or public relations associations and organizations.

For more information about these activities, contact the chapter presidents. A list of chapter officers may be accessed at Chapter Leader Resources by going to [www.nspira.org/officers](http://www.nspira.org/officers).

### **Arizona Chapter (ASPRA)** – [www.azspra.org](http://www.azspra.org)

ASPRA annually strengthens relations and understanding with the Arizona School Boards Association by **writing and producing a daily communiqué** for the association's statewide conference.

### **California Chapter (CalSPRA)** – [www.calspra.org](http://www.calspra.org)

CalSPRA has provided **professional workshops/seminars for other state education organization conferences** and continues to offer expertise in school communication to the leaders of these organizations. Members have spoken at conferences for the Association of California School Administrators (ACSA), the California School Boards Association (CSBA) and the California Association of School Business Officials (CASBO). In addition, CalSPRA members routinely offer advice and professional development opportunities at colleges, universities and teacher credential programs.

**Iowa Chapter (ISPRA) – [www.ispraonline.org](http://www.ispraonline.org)**

Since the Iowa chapter is small in numbers, leaders **collaborate with the local PRSA chapter to conduct an annual fall seminar**. By splitting the income and expenses for the event, both groups are spared the investment of large sums of money to conduct an outstanding professional development program.

**Kansas Chapter (KanSPRA) – [www.kanspra.org](http://www.kanspra.org)**

KanSPRA partners with other state education associations to coordinate the **Kansas Teacher of the Year program**.

**North Carolina (NCSPPRA) and South Carolina (SC/NSPRA) – [www.ncsppra.org](http://www.ncsppra.org) and [www.scnsppra.org](http://www.scnsppra.org)**

NCSPPRA and SC/NSPRA have been able to **enhance workshops by partnering to host a conference** each fall. The conference is rotated each year from state to state, with the host chapter assuming the leadership responsibilities. As a result of combining resources and memberships, the chapters have attracted and covered costs for highly respected presenters.

**Ohio Chapter (NSPRA/Ohio) – [www.nspiraohio.org](http://www.nspiraohio.org)**

NSPRA/Ohio partners with the Ohio School Boards Association (OSBA) to **conduct presentations at the annual OSBA Capital Conference**, the largest school conference and trade show in the state. The chapter sponsors a booth that is an interactive multi-media experience, fully staffed by NSPRA/Ohio members. In addition, the chapter hosted a “networking lunch” that was a huge success. Costs were underwritten by two communications-based companies so that participants could be charged only \$5.

**Pennsylvania Chapter (PenSPRA) – [www.penspra.org](http://www.penspra.org)**

PenSPRA annually partners with the Pennsylvania School Boards Association (PSBA) and Association of School Administrators (PASA) to present **workshops at the groups’ combined fall conference**. In addition, PenSPRA **conducts an annual school public relations symposium in conjunction** with the Pennsylvania Association of School Business Officials (PASBO) conference every spring.

In October 2007, PenSPRA and PSBA collaborated to create the “Pride and Promise” campaign that inform citizens about the good news regarding public education in Pennsylvania. The campaign initiatives focus on educating local communities about school district funding and increasing awareness regarding the community leadership role of

school boards. Learn more at [www.psba.org/pride-and-promise/](http://www.psba.org/pride-and-promise/)

Several years ago, PenSPRA worked with PSBA to plan and present a series of workshops across the state for school directors and administrators. Focusing on public engagement and marketing education, the programs stressed the importance of school public relations following the passage of legislation requiring referendum if school budget increases exceed a certain amount (referendum was never required previously in Pennsylvania).

**South Carolina (SC/NSPRA) – [www.scnspra.org](http://www.scnspra.org)**

The South Carolina chapter has addressed a challenge faced by many – **development of leaders through a partnership with the South Carolina School Boards Association (SCSBA)**. SC/NSPRA leaders found that the major obstacle to members assuming leadership positions is the commitment of time. For that reason, the chapter contracts with the SCSBA to handle the “hands on” tasks such as mailings, billing, membership lists, printing etc. As a result, chapter leaders can focus on planning and global issues.

In 2001, SC/NSPRA worked closely with the State Department of Education (SDE) to launch the **Red Carpet Schools program, a statewide campaign to promote and recognize schools that provide family-friendly environments and promote excellent customer service**. SC/NSPRA members initially worked with SDE officials to design the program. They served as judges, reading applications and making school visits and telephone calls. Awards are given in three-year cycles. Since 2001, approximately 450 different schools have received recognition.

**Texas (TSPRA) – [www.tspra.org](http://www.tspra.org)**

TSPRA provides public relations workshops for several other state education associations, including the Texas Association of School Administrators (TASA), the Texas Association of School Boards (TASB), the Texas Association of School Business Officials (TASBO), the Texas Association of School Personnel Administrators (TASPA), and the Texas Association of Partners in Education (TAPE), as well as at regional education service centers. Several TSPRA members teach communications/public relations courses at various colleges and universities throughout the state. Many TSPRA members provide expertise in crisis communications to local governments, community law enforcement agencies and regional emergency responders.

# Recruiting and Maintaining Chapter Members



## Recruiting New Members/Marketing the Chapter and NSPRA

### Enlisting New NSPRA Members

When new members join NSPRA and indicate they are not members of a chapter, NSPRA encourages them to join their local chapter as well. In addition, NSPRA notifies the chapter leaders with the name and contact information of the person so that the chapter can pursue membership.

### Marketing Strategies to Recruit Members

NSPRA chapters have employed a number of marketing strategies to recruit new members, including:

- Production of recruitment brochures
- Development of marketing presentations (i.e., PowerPoint).
- Distribution of brochures and other marketing materials at conference presentations
- Using partnerships with other state education-related associations to market chapter membership during presentations.
- Recruitment booths at state conferences for school administrators and school directors.
- Marketing announcements at meetings and conferences.
- Marketing letters to newcomers to the field of school public relations, and follow-up phone calls.
- Marketing letters to superintendents, school directors and principals, and follow-up phone calls to those targeted for interest by current members.
- Marketing messages and applications on chapter web sites.
- Creation of a recruitment committee to develop a strategic plan for marketing and recruitment.

**Sample marketing letters to potential members who are public relations professionals, as well as potential members who are in other education administration positions, may be accessed at Chapter Leader Resources by going to:**

**[www.nspira.org/files/docs/sample\\_recruitment\\_letters.doc](http://www.nspira.org/files/docs/sample_recruitment_letters.doc)**

### Chapter Marketing Activities

Following are examples of NSPRA chapter marketing strategies and activities. For more information, contact the chapter presidents. A list of chapter officers may be accessed at **[www.nspira.org/officers](http://www.nspira.org/officers)**.

### North Carolina Chapter (NCSPRA)

NCSPRA developed a marketing plan and campaign. Following are the strategies used, with the slogan “**Benefits of Belonging to NSPRA and NCSPRA**”:

- Establish credibility with a brief overview of both national and chapter data and accomplishments.
- Stress mission statement, noting the “purpose of promoting the advancement of public education.”
- Further reinforce credibility by citing partnership efforts with other state education-related associations.
- List services with the slogan “Best Deal in Town!”
  - Networking.
  - Mentor program.
  - Web site with resource calendar.
  - Awards programs.
  - Professional development opportunities.
  - Annual fall conference with national officers.
  - Regional workshops during the year.
  - Trained crisis response professionals to provide advice.
  - Legislative campaigns.
  - Professionals to help you — “you can beg, borrow and steal from them.”
- Provide NSPRA marketing materials along with chapter materials.

### NSPRA Marketing Strategies

NSPRA used a method similar to NCSPRA’s to market national membership via a PowerPoint presentation, titled “**Why Join NSPRA?**” Chapters might also copy NSPRA’s strategies and messages for their chapter recruitment efforts. This PowerPoint is currently being updated for 2007 and will be added to Chapter Leader Resources when completed.

Following is a summary of the marketing strategies and messages used by NSPRA:

- Testimonials from members, such as “When you join NSPRA, you become part of a family who are just a phone call away.”
- Stressing terms like “practical approaches” to solve your problems, achieve your goals “economically.”
- Citing the benefits from a relationship with state chapters and local networking.

- Providing “10 reasons” to join.
- Focusing on products and resources that are “time saving, easy to read and ready to use.”
- Listing member services such as printed and electronic newsletters, along with (again) member testimonials, professional development, access to resource files, award programs.
- Highlighting the National Seminar, referring to it as the “most comprehensive school communication forum anywhere.”
- Citing reasons why “other education professionals” should join.

### Marketing NSPRA to Your State

Chapters are encouraged to recruit state and regional members for NSPRA membership, and can use the PowerPoint or other marketing materials available from the NSPRA office.

NSPRA realizes that not all chapter members will be NSPRA members. For many school districts, it's a budget issue. However, if it's an awareness issue and your chapter members are unaware of the benefits of membership in both organizations, you are encouraged to put NSPRA on their radar screen.

#### **Following are suggestions of ways to market NSPRA to your chapter members:**

- Provide NSPRA membership materials whenever state membership materials are distributed.
- Prominently feature a link to the NSPRA web site on your state chapter web site.
- Distribute NSPRA membership materials at state conferences.
- Display NSPRA publications at state conferences.
- Encourage members to join NSPRA whenever you have the opportunity.
- Invite NSPRA officers or staff to present at your state conference.
- Award an NSPRA membership to a “rookie” state member.

## Keeping Members Active and Involved

### Mentoring New Members

A number of chapters have implemented successful mentoring programs. Following are some examples of their activities.

For more information, contact the chapter presidents. A list of chapter officers may be accessed at [www.nspra.org/officers](http://www.nspra.org/officers).

#### California Chapter (CalSPRA) – [www.calspra.org](http://www.calspra.org)

In California, the chapter pairs newcomers with a veteran (with a similar position, if possible) under a “buddy program.” The mentors are expected to make regular contacts with the new members and be available to counsel and advise the new members.

#### Georgia Chapter (GSPRA) – [www.gspra.org](http://www.gspra.org)

GSPRA **pairs a newcomer with a veteran member** at the state conference. The GSPRA veteran:

- Contacts the newcomer before the conference.
- Provides information, pointing out particularly good sessions.
- Sits with the newcomer at meals and during meetings.
- Makes sure the conference experience is going well for the newcomer.
- Answers any questions.
- Introduces the newcomer to other GSPRA members.
- Helps the newcomer feel like a part of the GSPRA family.

The program includes brief training for the mentors, along with a “mentor fact sheet” with tips to facilitate the mentoring process.

#### Illinois Chapter (INSPRA) – [www.inspra.org](http://www.inspra.org)

INSPRA’s mentoring program assists new professionals by matching them with veteran members to provide **one-on-one opportunities** for learning, mentoring and professional audit. They are also encouraged to keep in touch monthly via e-mail or phone calls. The mentor visits the mentee at least once per year, and invites the mentee to visit his/her district as well. A mentor page, posted on the INSPRA web site, serves as the primary portal to the mentor program.

An annual activity of the Illinois chapter is the “**New Professionals Program.**” Held in conjunction with a “Tips and Tactics” professional development workshop, this half-day “skills session” with a guest speaker also provides time for getting acquainted activities.

In addition, question-and-answer sessions are held at the close of all chapter meetings, with newcomers needs in mind.

**Kentucky Chapter (KYSPRA) – [www.kyspra.org](http://www.kyspra.org)**

Called the “KYSPRA Smile Program,” Kentucky’s mentor program begins with an annual survey of members to determine who would like to serve as a mentor. As the chapter treasurer receives new member registrations, names are reported to the appropriate regional director, who then pairs the newcomer to a volunteer in the area.

**Mentors make a commitment to serve for at least one year and responsibilities include:**

- Monthly contact by phone, fax or e-mail.
- Two visits by the mentor to the newcomer’s district and two visits by the new member to the mentor’s district.
- At the end of six months, both the mentor and mentee submit a brief report to the president, including an evaluation of the process.

In addition, tip sheets are provided to both the mentor and mentee to help them get the most out of the program.

**Missouri Chapter (MoSPRA) – [www.mospra.org](http://www.mospra.org)**

MoSPRA provides a formal structure of assistance for new members (who are encouraged to sign up) during their first 12 months of membership. Members are paired with a mentor based on their preferences (i.e., job-alike, district size, etc.) Mentor/mentee meetings include:

- Eight phone meetings (4 per semester)
- Two jointly attended regional meetings
- Two additional meetings selected from MoSPRA or NSPRA conferences, NSPRA Power Hour, or in-person meetings.

Mentors receive two \$100 stipends as compensation and mentors and mentees are required to complete an online evaluation in January and June.

**North Carolina Chapter (NCSPRA)**

NCSPRA offers new members a **one-day training program**, focusing on topics such as:

- NCSPRA mission and goals.
- Membership benefits and how to use them.
- Customer service survival tips.
- Publications as one means of communication.
- What is a public information program.
- Working with the media.
- Recognition and special events.

New members receive a packet of tip sheets on various school public relations topics and a “**Newcomer Survival Kit**,” with serious and lighthearted items such as coffee — “to keep you awake on those nights you work overtime;” sponge — “to soak up the overflow when your brain is full;” Hershey Hugs and Kisses — “to make everything worthwhile.”

### **Texas Chapter (TSPRA) – [www.tspra.org](http://www.tspra.org)**

New TSPRA members are given a comprehensive “**New Member Resource Guide**,” containing:

- Ten steps to positive PR.
- Top 10 ways to produce school publications that are read.
- Guerrilla writing for school PR.
- Getting feedback.
- Points to remember.
- TSPRA Helpline.
- Resources (list of members with areas of special expertise).

### **Engaging Veteran Members**

Chapters also have instituted various programs to keep veteran members engaged in the chapter and NSPRA. In general, many chapters have found success in inviting veteran members to be presenters at conferences and workshops and as mentors in mentoring programs, to share their knowledge gained from a wealth of experience.

Following are some specific examples of chapter activities to keep veterans engaged. **For more information, contact the chapter presidents. A list of chapter officers may be accessed at [www.nspra.org/officers](http://www.nspra.org/officers).**

### **California Chapter (CalSPRA) – [www.calspra.org](http://www.calspra.org)**

CalSPRA has a “Golden Mentor” program, honoring veteran members and those who have left the profession with reduced membership rates and continued access to their Listserv.

The chapter also “taps into the wealth of knowledge” from veterans by inviting them to conduct workshops and seminars.

NSPRA

**Brag About Your Chapter Here!**

See page 96 for details

**Chesapeake Chapter (CHESPRA) – [www.chespra.org](http://www.chespra.org)**

Several years ago, the Chesapeake Chapter began featuring a recurring segment called “**Back Stories**” at the annual conferences.

In these sessions, a member who had weathered a particularly difficult PR storm shared the “story behind the story” with the group. Often, the member will share the materials he or she used during the incident and also shares TV coverage or other media coverage, if applicable. For example, following a tragic bus accident, one PR veteran shared a “Back Story” about her experiences managing the crisis, complete with a packet of other materials that she had developed during the incident and its aftermath.

Depending on what has happened in the region, the chapter may include one longer “Back Story” or may group smaller ones together in one session. These sessions provide veterans with a way to share their expertise and provide real-life examples that can be applicable to everyone, regardless of their experience in school PR.

**NSPRA Chapter History**

Your chapter’s history is a building block for tomorrow’s successes. Year by year, you are creating a chapter culture that speaks to what you value as an organization. NSPRA encourages chapters to keep records of the year’s activities. The contents of your archives can provide important information to future officers.

Most NSPRA chapters have a traveling history museum in the trunk of the chapter president’s car. It doesn’t need to be like that. You can get a handle on your history! And the contents of your archives can provide important information to future officers. Here are a few suggestions:

**Know what records you really have to keep**

Sort through your ‘car museum.’ Be strong. Make it manageable. Keep only those materials you truly need to keep. They include:

- *Financial Records* — Keep copies of your NSPRA Cash Flow Report and bank records for at least five years. Mark each document with the year it can be eliminated.
- *Program Year Records* — Create one complete notebook at the end of the year that includes board agendas, minutes, monthly

and annual financial reports and any program materials such as a membership directory, conference flyers, etc. Create a checklist for the next officers to assist them in understanding what you keep and what you toss.

### **Old Photographs**

It's really hard to part with old photographs. Ask for a volunteer to create a chapter scrapbook of loose photos in the files and then, as a chapter board, commit to choosing a few photographs each year to include in the program year notebook or scan them to place in an online photo archive on the chapter web site.

### **Storing your archives**

It's important to find a suitable resting spot for your traveling museum. Check with other state education associations. Do they have a closet you could use for storage in exchange for a free conference registration each year? Would a school district provide storage space in exchange for the chapter providing them with a new NSPRA publication each year?

### **Who's in charge?**

If you have a chapter member who enjoys history and archiving, ask him/her to volunteer to supervise your archives. If not, put the responsibility into the job description of your secretary or other board member.

### **Using your history**

Your history can be source of pride for members. Create a little chapter history quiz for a member newsletter or share the topic of the state conference 10 years ago...20 years ago...to show the history of your chapter's commitment to school communications in your state. Not every issue is new and some things have actually improved over time. It's nice to be able to acknowledge that!



# Building Chapter Leadership

## Committees

### Service on Committees

Just as with NSPRA, state chapters have found that committee assignments are a good first step to involve members who are “rising stars” and groom them for leadership roles.

Committee assignments/tasks might include:

- Program planning.
- Orientation for new members.
- Membership development.
- Fundraising.
- Award and recognition programs.

### Leadership Tips

**Other tips from chapter leaders to consider regarding committee assignments:**

- Survey membership to identify people who want to become involved.
- Mentor new volunteers so they feel comfortable.
- Provide enough support so they don't feel overwhelmed.
- Ask them personally.
- Establish well-defined, clear goals and deadlines.
- Delegate specific responsibilities, with clear direction and assignments.
- Rotate responsibilities, don't ask the same people to do too much of the work.
- Provide some kind of incentive, such as mileage reimbursement for travel to committee meetings.
- Include team building exercise for committees whose members don't know each other – build relationships.
- Take the opportunity to articulate the purpose, beliefs, vision and goals of the association – both the chapter and NSPRA.

## NSPRA's "Seven Habits of Highly Effective Committees"

The following tips from NSPRA to its committee members are also applicable to chapter committees.

### Record Keeping

- Keep a notebook of all forms received and sent.
- Record and keep minutes of meetings in the notebook.
- Save copies of correspondence with members, etc.
- Save copies of committee reports.
- Pass the notebook or forward the online record to the new chairperson.

### Participation

- Make sure the committee is fully staffed.
- Seek additional members suggested by current President if it isn't fully staffed.
- Send accurate meeting information to members well in advance of the National Seminar.
- Request advance notification if a member cannot complete a task.
- Report status of work in the Committee Report requested before each Executive Board meeting.

### Communication

- Send minutes and recommendations to both the Executive Board liaison and the staff liaison.
- Issue an update at least once a year to committee members.
- Use e-mail to update tasks, exchange ideas.

### Service

- Fill requests for position statements, documents review, etc., promptly.
- Check the policy manual for tasks that are committee charges.
- Network with other groups to help NSPRA attain its mission in the area stewarded by the committee.

## **Proactive Projects**

- Suggest speakers and sessions for the National Seminar to the Executive Director.
- Propose committee-sponsored sessions of quality for the National Seminar.
- Propose resolutions when appropriate.
- Plan creatively – what should the committee do to help NSPRA members?

## **Publication**

- Develop and submit articles for *Network*, tip sheets for the NSPRA web site and *NSPRA This Week*, and possible national education publications.

## **Affect**

- Meet and greet – spend some time getting to know each other.
- Network professionally.
- Have a good time! What you accomplish is very much related to how the group feels about itself.

### Service as Officers

**Chapters might follow NSPRA's model for development of leaders to serve as officers. Typically, "rising stars" are:**

- Identified through networking and personal relationships.
- Asked to serve on committees first.
- Then assigned as committee chairs.
- Asked to present at conferences and seminars.
- Mentored by veteran members experienced in leadership roles.
- Encouraged to pursue recognition and awards for outstanding work.

### Leadership Tips

**Chapter leaders suggest the following tips regarding the identification and development of officers:**

- Contacts by current officers "carry weight" and build relationships.
- Honestly communicate what is required as a Board member.
- Promote the benefits of being an officer.
- Provide stipends for board members making presentations for other associations/organizations.
- Provide mileage reimbursement for attending board meetings.
- Mentor new board members and provide support.

### Chapter Officer Orientation

**NSPRA leaders suggest the following activities to orient new chapter officers:**

- Contact them and offer a welcome by the president and current officers.
- Review their role as a chapter officer.
- Encourage them to attend a board meeting as observers before the start of their term as officers.
- Share NSPRA expectations for officers and requirements to keep the chapter in good standing.
- Provide a packet of information, including policies, bylaws, vision, beliefs, goals, etc.
- Provide small-group or one-on-one discussion sessions on chapter fiscal and legal matters, along with complex issues.
- Acquaint them with chapter history, expectations, and culture.
- Review the chapter's current strategic plan.
- Review past chapter Blue Ribbon Award notebooks.
- Share the NSPRA *Chapter Leadership Guidebook*.
- Provide an opportunity to evaluate their orientation experience.

## NSPRA Leadership Development Opportunities

### National Seminar

NSPRA offers leadership development to chapter officers at the Chapter/Committee Leaders' Meeting held each year at the NSPRA National Seminar. Eligible officers are President, President-elect, Treasurer and one other officer designated by the chapter.

This special session covers chapter officer tasks and responsibilities, offers chapter "best practice" tips and ideas, and provides time to network with regional leaders in addition to offering an opportunity for some additional professional development.

### Chapter Leadership Guidebook

This publication is one way that NSPRA assists chapters with leadership development. Besides offering suggestions for leadership activities, the *Guidebook* serves as a handy reference to keep chapter leaders informed about processes and procedures, and is also a source of ideas for leading a successful chapter.

### Networking with NSPRA Leaders

Members of the NSPRA Executive Board, Regional Vice Presidents and staff are always willing to provide advice, counsel and assistance to chapters regarding leadership development and related activities. Chapters should not hesitate to call on any of these colleagues.

### Chapter Leader Audioconferences/Webinars

NSPRA offers special audioconferences and webinars each year for chapter presidents and president-elects at no cost to the chapter. Discussion topics for the year are determined through input from chapter officers. The audioconferences/webinars are facilitated by the NSPRA President. NSPRA Regional Vice Presidents and Board members, as well as NSPRA staff, also participate.

Topics and audio-conference dates are sent directly to chapter presidents and president-elects. Other chapter officers and members may sit in on these calls along with the president and president-elect at the two designated call sites only. (*Note:* the cost for additional lines will be charged to the chapter).

## Important Annual Timelines/Deadlines

<b>October 15</b>	Application for NSPRA Foundation for the Advancement of Education grant due.
<b>October 30</b>	Chapter Cash Flow Reports due in to NSPRA.  Chapter membership lists due in to NSPRA (names, e-mail, phone, fax and mailing addresses in Excel file format).
<b>February 1</b>	NSPRA Seminar Scholarship application forms due.
<b>February 14</b>	NSPRA Presidents Award nomination forms due.  Barry Gaskins Mentor Legacy Award nomination forms due.
<b>April 1</b>	Bob Grossman Leadership in School Communications Award forms due.  Nomination materials for NSPRA President-elect and open Vice President offices due in to the Executive Board Search Committee.
<b>May 1</b>	Chapter officer election results due in to NSPRA.

**Related applications/nomination forms can be found at [www.nspra.org/leader\\_updates](http://www.nspra.org/leader_updates).**

# Making the Chapter a “Go-To” Organization



## Developing a Strategic Plan

### **NSPRA “Facilitator’s Guide to Strategic Planning”**

A successful chapter is one that meets the needs of its members. Experience has demonstrated that chapters engaging in strategic planning every several years are much better prepared to help members improve and learn new skills, and thus keep members interested and engaged.

NSPRA has developed a guide to assist chapter leaders in conducting strategic planning. Focusing on planning as a four-step process, the guide provides suggestions and strategies to lead a group through research, planning, carrying out the plan and evaluation. Also included is a sample questionnaire/survey for members to use in the research phase.

### **Questions you can use as part of a planning session include:**

- What are three reasons you joined the chapter?
- How do you benefit from being a chapter member?
- How could the chapter better support you professionally?
- What would motivate you to take a more active role as a chapter member?
- What are three things the chapter can do to improve communication about, and build support for, education in the state/region?
- How important is the chapter’s role in recognizing school public relations programs, people and publications, and what impact does it have on improving communication?

A copy of the “Facilitator’s Guide” may be accessed at [www.nspra.org/files/docs/CLG\\_Facilitating\\_Chapter\\_Strategic\\_Planning.pdf](http://www.nspra.org/files/docs/CLG_Facilitating_Chapter_Strategic_Planning.pdf).

## Chapter Strategic Plans

### **Kansas Chapter (KanSPRA)**

KanSPRA has submitted its plan, originally adopted in 2006, as a sample. A copy of the KanSPRA strategic plan may be accessed at [www.nspra.org/files/docs/CLG\\_KanSPRA\\_Plan.pdf](http://www.nspra.org/files/docs/CLG_KanSPRA_Plan.pdf).

## Building a Budget

### Using the NSPRA "Cash Flow Report"

Chapter budgets should be developed annually.

The NSPRA Cash Flow Report can be used as a budget template.

**To prepare for a healthy fiscal year, take the following steps to create your chapter's budget:**

#### **Estimate chapter income**

Active chapters have multiple income sources throughout the year: member dues, workshop registrations, contest fees, interest, etc. To build a budget, begin by estimating how much money the chapter expects to receive during the budget year.

#### **Estimate chapter expenses**

Estimate the chapter's likely expenses in the year ahead: postage, printing, facility rentals, marketing materials, etc.

#### **Reconcile income and expenses to create a budget**

If it looks likely that the chapter's expenses will outpace income, it's important to take steps to either raise more income or decrease expenditures. This is a serious board discussion that should take place before the budget is finalized.

**A copy of the current "Cash Flow Report" may be accessed at [www.nspira.org/files/docs/2008\\_Cash\\_Flow\\_Report.doc](http://www.nspira.org/files/docs/2008_Cash_Flow_Report.doc).**

**More detailed information about budgeting for your chapter is included in this *Guidebook* under the section titled "Good Chapter Business Practices."**

## Chapter Cash Flow Example

XYZSPRA CHAPTER CASH FLOW  
REPORT FOR FY 2007

Chapter Name: XYZSPRA  
 Person submitting form: Tommy E. Jones  
 Title: Treasurer  
 Employer Identification Number (EIN): 12-3456789

**BANK BALANCE(S), Sept. 1, 2006** \$12235.57

**Income** from 9/1/06 through 8/31/07

Membership Dues: \$3500.00  
 Conference Registration Fees: 6700.00  
 Publications Contest: 2500.00  
 Bank Interest: 720.00  
 Donations/Gifts: 500.00  
 Other: Transfer from Checking:  
 Other (describe):  
 Other (describe):  
 Other (describe):

**Total Income** from 9/1/06 through 8/31/07\*: \$13920.00

**Expenses** from 9/1/06 through 8/31/07

Printing: \$1500.29  
 Postage: 500.00  
 Food (Conference): 1359.40  
 Publications Contest (Printing/Awards): 892.49  
 Bank Charges: 135.00  
 Salaries/Fees for Services: 1000.00  
 Other: (Presidents Trophy/Engraving):  
 Other: (Officers Lunch):  
 Other (describe):  
 Other (describe):

**Total Expenses** from 9/1/06 through 8/31/07: \$5387.18

**BANK BALANCE(S), Aug. 31, 2007** \$20768.39

\* — If total income exceeds \$25,000, please check () one of the following to indicate whether:

- The chapter will fill out an IRS Form 990
- NSPRA should fill out an IRS Form 990

## Raising the Funds

### Generating Money for the Chapter

Chapters generating additional revenue are active and contributing to the professional growth of their members and school districts. Following are ideas to increase revenue:

- **Raise dues.** District budgets may be tight, but small increases are easier to justify and may allow your chapter a little more flexibility.
- **Solicit sponsorships and advertising.** Are there vendors who would like to co-sponsor your state conference? Consider selling ads in your membership directory or workshop programs.
- **Sponsor publication/communication contests.** Establish entry fees that cover the costs of the judging and awards, as well as a profit for the chapter. Many chapters hold annual publications contest. Check chapter web sites for ideas.
- **Collaborate** with other groups to provide workshops and split the profit.
- **Create a product to sell to your members and school districts.** The Wisconsin Chapter (WSPRA) has developed two best-selling products for educators in their state – a *Guide to Communicating During Difficult Negotiations* and a *Crisis Communication Toolkit*.
- **Increase the registration fees** of conferences/workshops to be certain to cover the expenses.
- Call chapter presidents in other areas to learn how they are generating revenue this year. **Borrow those great ideas!**

### Leaders' Ideas for Fundraising

Other tips from chapter leaders to consider regarding fundraising:

- **Hold a membership drive**, and make membership attractive to others outside school districts (i.e., private schools and community colleges).
- **Develop communication tip sheets** as a product for superintendents.
- Start an **electronic news clipping service**.
- Conduct **customer service workshops** for school support staff.
- Targeting non-members for conference registrations.
- **Sell promotional/marketing items** such as T-shirts, padfolios, etc.
- **Develop and market** a communications “tool kit” unique to your state or region.
- **Ask for a stipend or return service in-kind** when conducting presentations for other state associations.
- **Partner with another association/organization to offer a dual membership**; for example, develop a reciprocal agreement with the state School Boards Association or School Administrators Association.

## Planning Meetings and Conferences

### Chapter Programs

Following are brief summaries of programs and workshops that have been successful for several chapters.

#### **California Chapter (CalSPRA) – [www.calspra.org](http://www.calspra.org)**

CalSPRA schedules programs throughout the year at different locations in California, enabling most members to attend at least one meeting within driving distance of their work. Designed to serve the needs of various levels of expertise and interests in school public relations, programs range from panels of speakers on current issues to the “how to” seminars that offer practical tips on communication skills.

Each year, CalSPRA holds at least three workshops/seminars during the school year for members as well as for all educators who are interested in the topics being addressed. Examples of programs include:

- **“Issues in Education” Conference**, focusing on the key issues of crisis management, maintaining community trust during contentious negotiations and marketing schools in an era of school choice.
- **“Sacramento Summit”** in January, on current and future state legislation that potentially impacts education in the state. During the conference, presentations have traditionally covered the Governor’s initial budget proposal, updates on the State’s assessment/accountability program and tips on communicating the complex issue of school finance.
- May conference, when chapter conducts its annual **“Celebrating Communicators”** awards ceremony acknowledging the work of colleagues as well as providing a topical professional development opportunity to members.

CalSPRA also participates as a chapter in the NSPRA Power Hours.

#### **Illinois Chapter (INSPRA) – [www.inspra.org](http://www.inspra.org)**

INSPRA’s **“Tips & Tactics” presentations** are the mainstay of the chapter’s programs. Quality speakers are recruited (for free). Revenue generated is used to fund other initiatives, such as the new Mentor Program. Members and non-members enjoy being kept up to speed on the best PR practices. They take advantage of the networking opportunity, and a short forum is offered at the end of each session for a “Member Needs Help” Q & A session. These six sessions are always well-attended and enhance networking.

Also conducted annually is a Foundations Conference, which draws people from around the state and beyond. Organized around a theme,

the agenda offers two main speakers in the morning and 8-10 round-table topics in the afternoon. This draws people who don't regularly attend INSPRA meetings (Foundation Board and school board members, for example), expanding INSPRA's sphere of influence, while providing a valued service.

### **Minnesota Chapter (MinnSPRA) – [www.minnspra.org](http://www.minnspra.org)**

The **Minnesota Learning Academy** is a year-long professional development activity focused on the practice of effective public relations. It allows participants to sharpen their PR skills and gain a deeper understanding of the issues that affect the profession. The Academy is designed to address the following goals:

- Provide in-depth exploration of the processes and issues involved in the practice of school public relations.
- Help participants elevate or solidify their role as critical members of their district's leadership team by enhancing their PR and leadership skills.
- Understand the topics and issues as they relate to each other and their relationship to the big picture.
- Set the stage for participants to continue their professional growth, including accreditation.

To satisfactorily complete the Academy, participants are expected to meet the following requirements:

- Complete a performance portfolio. Content includes journal entries, writing samples, related work samples and other materials generated from the sessions.
- Attend and participate in all sessions.

Completion of the Academy will provide participants with a set of skills, experiences and knowledge that will be beyond most practitioners. Academy participants who meet all requirements will be designated as a Certified Member of MinnSPRA. Over time, it is hoped that this designation will have significance for all MinnSPRA members and be recognized by districts. Once earned, the designation will be held for five years and can be renewed by re-enrolling in the Academy.

### **Wisconsin Chapter (WSPRA) – [www.wspra.org](http://www.wspra.org)**

As part of a successful year-long school safety and crisis communication project, WSPRA held a statewide School Safety Workshop and produced a *Crisis Communication Toolkit* which is sold to districts across Wisconsin. WSPRA's tip sheet on this project can be accessed at [www.nspra.org/files/docs/WSPRA\\_2008\\_Project\\_Tips.pdf](http://www.nspra.org/files/docs/WSPRA_2008_Project_Tips.pdf).

## Surveying Members

### Chapter Surveys

Following are brief summaries of surveys conducted by several chapters.

#### California Chapter (CalSPRA)

CalSPRA surveyed members to “assist in the professional development of chapter members.” The one page-plus questionnaire focused on salary level and job duties. A summary report of the findings, along with several sample job descriptions, was produced for members.

**A copy of the CalSPRA survey may be accessed at [www.nspra.org/files/docs/CLG\\_CalSPRA\\_Member\\_Survey18.pdf](http://www.nspra.org/files/docs/CLG_CalSPRA_Member_Survey18.pdf).**

#### South Carolina Chapter (SC/SPRA)

SC/NSPRA surveyed members to determine the effectiveness of the chapter web site, along with members’ interest in serving the chapter in a leadership role, quality of recent programs and workshops.



## Developing Awards and Recognition Programs

### NSPRA Programs

Chapter leaders might consider the various award and recognition programs conducted by NSPRA as models for similar activities at the state or regional level. NSPRA programs are highlighted in the first section of this publication, “Relationships with NSPRA.”

### Chapter Programs

Many chapters sponsor award and recognition programs that:

- Generate revenue.
- Promote the function of school public relations.
- Garner recognition and positive publicity for members and the chapter.

Many chapters conduct various recognition and award programs. Please submit examples of how your chapter recognizes peers, superintendents, education leaders, education writers, school board members, etc., for inclusion in this *Guidebook*.

Overviews and tips on the Arizona (ASPRA) and Colorado (COSPRA) Chapters’ awards programs can be accessed at:

[www.nspra.org/files/docs/ASPRA\\_COSPRA\\_2008\\_Contest\\_Tips.pdf](http://www.nspra.org/files/docs/ASPRA_COSPRA_2008_Contest_Tips.pdf)

### Wisconsin Chapter (WSPRA) – [www.wspra.org](http://www.wspra.org)

“**Wisconsin Goes Back to School**” is a statewide initiative to **recognize the importance of public schools**. It encourages people to take a more active role in improving education in their communities. The focus is on **celebrating and recognizing education during the back-to-school months of August to October**, when communities, schools and families begin their year-long commitment to education.

WSPRA distributes a packet to schools containing the following:

- List of Back to School Activities for schools and parents.
- Sample resolution for Board adoption.
- Sample mayor’s proclamation.
- Certificates of appreciation to be given to people who serve youth.
- Ads for use in newsletters and in newspapers.
- Coupons for use with patrons.
- Sample invitations for school visits.
- News releases and radio public service announcements.
- Logos and camera-ready artwork.



## Networking with Peers

### Chapter Programs

Networking is an intrinsic component of NSPRA culture. Chapters also can facilitate this process for their members. Some of the activities that have been used by chapters include:

- Producing and disseminating annual **membership directories**.
- Reserving a portion of meeting time for **one-on-one discussion**.
- Holding **job-alike sessions** during workshops and conferences.
- Including **get-acquainted activities** as part of orientation for new members.
- Offering **mentoring programs** that benefit new members and engage veteran members.
- Including **social activities** to correspond with conferences and workshops.

Many chapters make a conscious effort to provide members with networking opportunities. Please submit examples from your chapter for inclusion in this *Guidebook*.

### Chapter Leader Meetings

Annually, NSPRA invites each chapter's incoming president, president-elect/vice president, treasurer, and one other officer designated by the chapter to a special Chapter/Committee Leaders' Meeting, which is held on Sunday morning at the NSPRA National Seminar. This meeting offers an additional professional development and networking opportunity for chapter leaders and a review of officer tasks and responsibilities related to NSPRA activities for the year. Chapter leaders have a chance to connect with their NSPRA Regional Vice Presidents and to share chapter "best practice" tips and tactics. Recent tip sheets can be accessed at [www.nspira.org/chapter\\_leader\\_guidebook](http://www.nspira.org/chapter_leader_guidebook).

Chapter leaders are also encouraged to attend the Regional Colleague Connection Meetings held at the Seminar on Sunday afternoon. These meetings, facilitated by the NSPRA Regional Vice Presidents, offer another opportunity to network with other chapters in your region to address common issues and to share ideas.

## Using Technology: Web sites and Listservs

### Tech Tools for Member Communication

Technology provides NSPRA and other professional associations with options to enhance communication with members. NSPRA, as well as most chapters, are using web sites as effective components in their marketing efforts and in providing services and resources to members.

In addition to maintaining databases of member information, listservs can be developed to manage lists of leaders, volunteers, speakers, mentors, potential new members and possible organization partners for the chapter.

### Chapter Activities

Following is an account of one chapter's experience in developing a chapter web site, based on the RACE (Research, Analysis, Communication, and Evaluation) four-step PR process. It may be useful to chapters not only for creating a web site, but also for revising a web site to meet members' needs.

If your chapter is using technology, particularly Web 2.0 applications, please submit information about your activities for inclusion in this *Guidebook*.

#### **Michigan Chapter (MSPRA) – [www.mspra.org](http://www.mspra.org)**

An annual survey of the Michigan School Public Relations Association (MSPRA) membership in February, 2006, revealed that close to 77% of membership found the MSPRA web site to be a valuable resource. The MSPRA board, while pleased with the feedback, looked for ways to improve the web site's value.

From its inception, the web site was designed to provide tangible benefits to members. Using PR methodology, chapter leaders first researched the possibility of creating a chapter web site. They did not want to duplicate NSPRA membership resources posted on the national web site, but did observe that members were seeking more immediate responses to regional communication challenges – in particular, seeking resources to help cope with state-specific issues such as the Michigan Education Assessment Program (MEAP) tests, school funding, health benefits reform, district marketing, bond/millage campaigns, legislative issues, high school reform efforts, peer networking, Adequate Yearly Progress (AYP), and more.

After an unfortunate experience with a company creating free web site redesigns for nonprofit agencies, the chapter turned to the Michigan Association of School Administrators (MASA). The MSPRA web site now works as an active partner with their e-mail listserv to provide immediate and useful responses to both voiced needs of members as well as the collateral materials developed by the board for horizon issues. The partnership with MASA enabled the chapter to expand the web site content to include job postings, links to other Michigan education associations, and EduSource, a formidable collection of online education resources.

Ongoing membership surveys help track member needs which the chapter seeks to meet using a variety of communication tools posted on the web site for member use and reference. The site continues to grow with input from members, careful oversight by the board, and exemplary maintenance and updating by the MASA webmaster.

**California Chapter (CalSPRA) – [www.calspra.org](http://www.calspra.org)**

According to CalSPRA officers, the chapter's listserv may be the most appreciated benefit to members. A group e-mail system, the listserv enables members to send a message to one address, but it reaches everyone who has subscribed. Thus, a member who has a question, needs advice or is hunting a resource can get a response within minutes from one or more CalSPRA colleagues. Members also notify others when they find a good resource or relevant information about a timely issue that would benefit other members.



# Promoting Professionalism

## Seminars and Conferences

### NSPRA National Seminar

The **NSPRA National Seminar**, the most comprehensive school communication workshop anywhere, is held every summer. This four-day session offers more than 70 topics on a wide array of school communication issues.

Prior to the Seminar, NSPRA offers a variety of in-depth, information-packed master classes. NSPRA's **Pre-Seminar Workshops** offer special guidance to keep you on top of today's key issues. The **New Professionals Program**, offering the foundation a practitioner needs for all facets of school public relations, and the **APR Prep: Get Ready for Accreditation**, focusing on everything an interested candidate needs to know about accreditation and the examination, are both offered yearly. Other topics reflect the hot button issues everyone will be talking about.

Under NSPRA Board policy on professional development, the Executive Director is responsible for developing the agenda and selecting the geographic location and facilities for Seminars. The Association strives to make the Seminars affordable and accessible for members across North America.

### Regional Conferences

Among their numerous duties, Regional Vice Presidents support chapters in offering a statewide or joint conference with other educational groups or neighboring chapters.

According to NSPRA Board policy, regional conferences must be approved by the Executive Director and shall not be held in the same region as the National Seminar during the same calendar or fiscal year.

### NSPRA PR Power Hours

NSPRA's **PR Power Hour** delivers professional training for today's school communicators who want to stay on top of issues and strategies. For 2008-09, the PR Power Hour line-up offers six economical and convenient audioconferences plus three webinars.

Each audioconference and webinar includes a designated Community of Practice on the NSPRA e-Knowledge Portal ([www.nspira.net](http://www.nspira.net)). By logging into the Portal, individual PR Power Hour registrants can

access a protected, online discussion area specifically for that topic. Once on the site, participants can share documents, take part in live chats, or send e-mails to each other. This online **Community of Practice** will be available for one month following each PR Power Hour. Documents can be saved for future access either within the Portal or directly to participants' desktops.

More information about NSPRA's PR Power Hours may be accessed at [www.nspra.org/pr\\_powerhours](http://www.nspra.org/pr_powerhours).

## Professional Accreditation

### APR...the Hallmark of Professionalism

Accreditation in Public Relations (APR) is the hallmark of ethical professional practice. It is the affirmation of the art and science of our work. NSPRA values accreditation highly and supports members in their pursuit of this career milestone.

NSPRA offers two important opportunities for members interested in earning their APR – the **APR Prep: Get Ready for Accreditation Pre-Seminar Workshop**, conducted at the National Seminar, and **APR Readiness Review Panels** for eligible candidates.

The accreditation process consists of two parts. The first is the **Readiness Review**, a panel interview where candidates present a portfolio of work, answer questions about their professional experience and demonstrate their “readiness” to complete the written exam.

If candidates are recommended for advancement by the three accredited members of their review panel, they can take the **Examination for Accreditation**. The computer-based portion of the exam is a multiple-choice format and takes three hours to complete. It measures the skills and knowledge of public relations professionals and employs best practices in professional certification testing. It is offered at more than 300 Prometric Testing Centers in the U.S. and Canada.

The first step in the journey to accreditation is application to the Universal Accreditation Board (UAB). There is a \$25 application fee, and the examination fee is \$385. Specific information is available at the UAB web site at [www.praccreditation.org](http://www.praccreditation.org). An application can be downloaded.

NSPRA members interested in accreditation, should contact Associate Director Karen Kleinz, APR, at [kkleinz@nspra.org](mailto:kkleinz@nspra.org) or 301-519-1227 or Senior Associate Carol Mowen, APR, at [cmowen@nspra.org](mailto:cmowen@nspra.org) or 301-519-1223.

## Codes of Ethics

### NSPRA Code of Ethics

The National School Public Relations Association shall have a Code of Ethics for members, as follows:

#### **The education public relations professional shall:**

1. Be guided constantly by pursuit of the public interest through truth, accuracy, good taste and fairness; follow good judgment in releasing information; not intentionally disseminate misinformation or confidential data; avoid actions which lessen personal, professional, or organizational reputation.
2. Give primary loyalty to the employing organization, insisting on the right to give advisory counsel in accordance with sound public relations ideas and practices; cooperate with other groups while avoiding conflicts with primary responsibilities; object to untenable policies or activities.
3. Be aware of personal influence, avoiding promises or granting of unprofessional advantages to others; refrain from accepting special considerations for influences on organizational decisions; avoid unauthorized use of organizational facilities, resources or professional services for personal gain or for promotion of the candidacy of aspirants to elected offices; forego derogatory acts or utterances against other professionals.
4. Recognize that effectiveness is dependent upon integrity and regard for ideals of the profession; not misrepresenting professional qualifications; give credit for ideas and words borrowed from others; cooperate with professional colleagues to uphold and enforce this Code.

A member shall, as soon as possible, sever relations with any organization or individual if such relationship requires conduct contrary to the articles of this Code.



## North American Public Relations Council Uniform Code of Ethics

### A member shall:

1. Conduct his/her professional life in accord with the public interest.
2. Exemplify high standards of honesty and integrity while carrying out dual obligations to a client or employer and to the democratic process.
3. Deal fairly with the public, with past or present clients or employers and with fellow practitioners, giving due respect to the ideal of free inquiry and to the opinions of others.
4. Adhere to the highest standards of accuracy and truth, avoiding extravagant claims or unfair comparisons and giving credit for ideas and words borrowed from others.
5. Not knowingly disseminate false or misleading information and shall act promptly to correct erroneous communications for which he/she is responsible.
6. Not engage in any practice which has the purpose of corrupting the integrity of channels of communication or the processes of government.
7. Be prepared to identify publicly the name of the client or employer on whose behalf any public communication is made.
8. Not use any individual or organization professing to serve or represent an announced cause, or professing to be independent or unbiased but actually serving another or undisclosed interest.
9. Not guarantee the achievement of specified results beyond the member's direct control.
10. Not represent conflicting or competing interests without the express consent of those concerned, given after a full disclosure of the facts.

11. Not place himself/herself in a position where the member's personal interest is or may be in conflict with an obligation to an employer or client, or others, without full disclosure of such interests to all involved.
12. Not accept fees, commissions, gifts or any other consideration from anyone except clients or employers for who services are performed without their express consent, given after a full disclosure of the facts.
13. Scrupulously safeguard the confidences and privacy right of present, former and prospective clients or employers.
14. Not intentionally damage the professional reputation or practice of another practitioner.

## Raising the Visibility of the Public Relations Function

### Communication Accountability Program

NSPRA's Communication Accountability Program (CAP) is designed to demonstrate that a comprehensive communication program is essential for every school district.

For many years, school public relations professionals have understood the value and necessity of communication as an integral management function. CAP is taking this understanding to a new level and supporting it with research. The information and research from CAP activities is designed to show superintendents and school board members what we have always known.

CAP began in 2004 as a long-term initiative. In 2008, the NSPRA Executive Board approved the project as an ongoing Association program. Under the CAP umbrella, existing research has been reviewed to show a strong connection between parents who are engaged and well-informed, and their students' academic achievement. Other CAP research activities are providing information useful to school PR professionals and school districts in enhancing a communication program.

Along with work by the NSPRA staff, CAP is led by a steering committee and several work teams helping to gather information. If you would like to be involved in CAP or would like more information, contact the NSPRA office at 301-519-0496.

Also, check the NSPRA web site – [www.nspira.org/cap](http://www.nspira.org/cap) – to learn how this project is verifying that comprehensive communication leads to student and school success.

# Good Business Practices

## Business Functions

### Introduction

NSPRA chapters vary in size from one dozen to several hundred members. Some are newly formed; others have existed for decades. Because of these variables, there is no “one way” for a chapter to conduct its business functions. But, there are some general principles it is wise to follow, and these may be helpful to new chapters or inexperienced chapter officers.

## Not-for-Profit Organizations

### Internal Revenue Service Designation

NSPRA chapters are not-for-profit units of the National School Public Relations Association and the majority are part of a group exemption issued by the Internal Revenue Service.

Not-for-profit doesn't mean that your chapter shouldn't make a profit (take in more revenue than it spends), because if you don't make a profit your chapter won't exist very long. Not-for-profit means that the chapter has qualified as an educational organization under Section 501(c)(3) of the Internal Revenue Code and that chapter earnings are exempt from federal and state income taxes (if any). Depending on state laws, the chapter may not have to pay state sales tax on its purchases.

## NSPRA Requirements and Reports

### Chapter in 'Good Standing'

To remain a chapter in good standing both with NSPRA and the IRS, chapters must:

- Follow NSPRA Policies 260.1, 260.2, and 260.3. Copies of these policies are provided and explained at the Chapter/Committee Leaders' Meeting held annually at the NSPRA Seminar.

Copies of these policies may be accessed at [www.nspira.org/files/docs/Chapter\\_Policies.doc](http://www.nspira.org/files/docs/Chapter_Policies.doc).

- Set the chapter's **fiscal year** to coincide with NSPRA's – September 1 through August 31.
- Have an **Employer Identification Number (EIN)** issued by the IRS, even though the chapter doesn't have any employees. NSPRA obtains an EIN for each chapter when it is chartered. The major use of the EIN is to identify chapter bank accounts and securities. It may be required to prove the chapter's tax-exempt status.

If you have additional questions, contact NSPRA Business Services Manager Tommy Jones at [tjones@nspira.org](mailto:tjones@nspira.org), 301-519-1222.

### Chapter Reports

In addition, by October 30 of each year, NSPRA requires chapters to submit the following reports:

- The Chapter Cash Flow Report, which may be accessed at [www.nspira.org/files/docs/2008\\_Cash\\_Flow\\_Report.doc](http://www.nspira.org/files/docs/2008_Cash_Flow_Report.doc).
- Names and addresses of current chapter members and officers.

## Incorporation and Bylaws

### Creating a Legal Structure for the Chapter

Every NSPRA chapter is required to have Bylaws. Before a chapter can be officially created, it must draft Bylaws and submit them to the NSPRA Executive Board for approval. Each time that the Bylaws are amended, they must be resubmitted to the NSPRA Executive Board for approval. NSPRA can provide a copy of “model” Bylaws that a new chapter may wish to follow.

A few chapters are incorporated. A corporate structure provides some protections for the organization and its officers, but it is not required. Becoming incorporated will require hiring an attorney, and that may entail more expense than most chapters are willing to incur.



## Managing Chapter Funds

### Investing Funds

**Chapter funds should be kept in a chapter bank account.** If possible, select a bank that has branches throughout the chapter area so that, regardless of who the chapter treasurer may be, the bank account can continue. Chapters may want to consider online banking for ease of use from year to year.

Use the chapter's EIN for identification of checking and savings accounts, certificates of deposit, etc. Some banks pay interest on balances or waive fees for non-profit organizations.

Deposit any funds the chapter receives (membership dues, program fees) as quickly as possible (within one week). Although most people are totally honest, it's a good business practice to require two signatures on chapter checks written for over a certain amount (\$100 or \$500). Quarterly reports of chapter funds should be sent to all chapter board members immediately after the close of the quarter.

### Keeping Records

Keep good financial records. The chapter treasurer should deposit funds promptly and keep all deposit slips, noting the sources of funds. No checks should be written without a record of the expenditure (bills from hotels, printers, post office receipts for stamps, etc.). Keep a record of all income and expenditures, either by hand or on a computer spreadsheet (such as Excel).

### Reporting to Members

Have the chapter books audited each year. The chapter's fiscal year ends August 31. The treasurer should complete the bookkeeping and submit the financial records for an audit. This audit is as much for the treasurer's protection as the members' and it could be done by another officer or member of the chapter or by an experienced accountant. The treasurer's records should be turned over to the auditor with the books, bank statements, deposits and a record of checks written. Most banks no longer return cancelled checks, but for a small fee, they will show a photocopy of checks that have been paid each month.

## Auditing Chapter Books

Have the chapter books audited each year. The chapter's fiscal year ends August 31. The treasurer should complete the bookkeeping and submit the financial records for an audit. This audit is as much for the treasurer's protection as the members' and it could be done by another officer or member of the chapter or by an experienced accountant. The treasurer's records should be turned over to the auditor with the books, bank statements, deposits and a record of checks written. Most banks no longer return cancelled checks, but for a small fee, they will show a photocopy of checks that have been paid each month.

## Keeping Important Documents

Keep a portfolio of important financial documents. In most chapters, officers change each year. This gives more people leadership opportunities, but it also may make recordkeeping difficult. The treasurer should establish a portfolio or loose-leaf notebook of important records (checkbooks and deposit slips, bank account numbers, EIN and other records from the Internal Revenue Service, annual chapter cash flow reports) and pass them on to their successor. It's a good idea to keep chapter financial records for seven years. When discarding old financial records, shred them to protect against identify theft.

## Ask for Advice

For some people, being chapter treasurer is easy. For others, it's a daunting task. If you're in the latter category and need advice, ask – a knowledgeable predecessor, the treasurer of a nearby chapter, or the NSPRA office (301-519-0496). It's much easier to ask early on than to be faced with a mess at the end of the fiscal year.

## Contracting for Management Services

Some chapters find it is more efficient to contract for administrative/management services. This is an option to consider if the chapter has the funds to budget for services on a regular basis. It is also important to verify that the service provider is a reputable independent agent. For more information about contracting for chapter services, contact the Michigan Chapter (MSPRA) communication manager at [lwacyk@gomasa.org](mailto:lwacyk@gomasa.org) and the Ohio Chapter (NSPRA/OHIO) at [director@nspraohio.org](mailto:director@nspraohio.org)

## Chapter Budgeting

### Part of Strategic Planning

Every spring, chapter officers should develop a strategic plan for the following year (see Strategic Planning for NSPRA Chapters). Part of developing a strategic plan is developing a budget that will enable the chapter to implement its strategic plan.

A budget is an estimate of the money the chapter will take in, as well as its expenses to earn that money, for the following fiscal year (September 1 to August 31).

### Estimating Income... Chapter Dues

One of the easiest estimates is for membership dues (number of members times the dues amount). Consult with chapters in your region or the NSPRA office to determine a reasonable dues amount that will be accepted by the chapter membership. Dues range from \$35 to more than \$100 for some chapters

### Estimating Income... Conference/Meeting Registration Fees

Will you have any chapter conferences for which you will charge money? Estimate how many members may attend based on attendance at prior conferences. Estimate what the expenses are likely to be:

- Room rental
- Speaker honorarium
- Audio-visual charges
- Cost of meals, snacks, coffee breaks
- Marketing and registration expenses

What will you have to charge members to break even or to make money on the conference? If you haven't had experience in conference planning and negotiating contracts with hotels, check with the NSPRA office or an experienced planner in another chapter to learn some of the basics.

## Estimating Other Income

Determine what other ways the chapter will earn money (publications contest; sponsorships or grants; bank, CD or savings account interest, etc.)

Chapters that generate revenue through activities are usually active chapters that contribute to the professional growth of their members. Here are some ideas that can generate additional revenue (beyond dues) for your chapter:

- **Sponsorship and advertising** – Are there vendors who would be willing to co-sponsor or underwrite a chapter conference? Consider selling ads in your membership directory or in workshop programs.
- **Communication contests** – Establish entry fees that cover the cost of the judging and awards, as well as making a profit for the chapter.
- **Collaborate with other groups** to provide a communications workshop or service.
- **Create a product** to sell to your members and school districts.
- **Increase registration fees** for conferences/workshops to ensure that the fees cover the expenses.
- **Borrow great ideas from other chapters.** Check with chapter presidents or program chairs to learn how they are generating revenue.
- **Raise dues.** District budgets may be tight, but small, incremental increases are usually easier to justify and may allow your chapter a little flexibility.

## Total Income

Add up all these sources of revenue and you have total income. Check with other chapters to determine what activities have been good sources of revenue for them.

## Expenses

Determine any expenses the chapter will have in addition to those for conferences (that you have already estimated). Consider:

- Printing and duplicating.
- Mailing and postage.
- Establishing and maintaining a web site.
- Awards.
- Bank charges.
- Expense reimbursement for officers (mileage for chapter business; photocopying for meetings, etc.).

In addition, some larger chapters hire an executive director or chapter administrator to take care of administrative tasks. That person's honorarium needs to be budgeted. And by the way, the chapter must give that person an IRS Form 1099M by the end of January each year, showing the amount of honorarium paid during the previous *calendar* year.

If your projected expenses are greater than your projected revenue, the expenses need to be pared back. Don't propose a budget with more expense than revenue, unless it's a conscious decision and for a good purpose.

**On the following page is an example of a chapter budget.** This budget can become the basis for the treasurer's report as the fiscal year unfolds, by also showing income and expense for the most recent period (month, quarter, etc.) and the income and expense year-to-date.

At the end of the chapter's fiscal year (August 31), the year-to-date totals will be the amounts that will be reported to NSPRA (by October 30) on the annual chapter **Cash Flow Report**.

The report may be accessed at [www.nspr.org/files/docs/2008\\_Cash\\_Flow\\_Report.doc](http://www.nspr.org/files/docs/2008_Cash_Flow_Report.doc).

## Chapter Budget Example

XYZSPRA CHAPTER  
BUDGET/TREASURER'S REPORT

February 28, 2009

<b>Income:</b>	<b>Budget</b>	<b>Current Period</b>	<b>Year-to-Date</b>
Membership Dues	\$1,400.00	\$ 50.00	\$1,650.00
Conference			
Registration Fees	4,800.00	4,103.35	4,103.35
Publications Contest	750.00		-0-
Grants	250.00		-0-
<b>Total Income</b>	<b>\$7,200.00</b>	<b>\$4,153.35</b>	<b>\$5,753.35</b>
<b>Expenses:</b>			
Printing	450.00	125.96	275.50
Postage and Mailing	65.00	14.04	29.82
Conference Expenses:			
<i>Printing</i>	350.00	301.20	301.20
<i>Registration</i>	25.00	28.50	28.50
<i>Food</i>	1,800.00	1,844.95	1,844.95
<i>Honorarium</i>	1,500.00	1,500.00	1,500.00
Publications Contest:			
<i>Printing</i>	250.00		-0-
<i>Awards</i>	175.00		-0-
Chapter Awards	200.00		-0-
Officers Expenses	150.00	44.15	78.21
Bank Charges	24.00	2.00	12.00
<b>Total Expense</b>	<b>\$4,989.00</b>	<b>\$3,860.80</b>	<b>\$4,070.18</b>
<b>Profit (Loss)</b>	<b>\$2,211.00</b>	<b>\$ 292.55</b>	<b>\$1,683.17</b>

# Appendix

## Chapter Leader Resources

Following is a list of chapter resources cited in this *Guidebook*. To access them go to [www.nspra.org/leader\\_updates](http://www.nspra.org/leader_updates) or click on the hyperlinks below.

### Information and Documents for Chapter Leaders (updated annually)

- **Chapter Deadlines for 08-09**  
([www.nspra.org/files/docs/Chapter\\_deadlines\\_08-09.doc](http://www.nspra.org/files/docs/Chapter_deadlines_08-09.doc))
- **Current Chapter Officers**  
([www.nspra.org/officers](http://www.nspra.org/officers))
- **2008 Cash Flow Report**  
([www.nspra.org/files/docs/2008\\_Cash\\_Flow\\_Report.doc](http://www.nspra.org/files/docs/2008_Cash_Flow_Report.doc))
- **Foundation Grant RFP**  
([www.nspra.org/files/docs/Foundation\\_Grant\\_RFP\\_.doc](http://www.nspra.org/files/docs/Foundation_Grant_RFP_.doc))
- **Sample Recruitment Letters**  
([www.nspra.org/files/docs/sample\\_recruitment\\_letters.doc](http://www.nspra.org/files/docs/sample_recruitment_letters.doc))
- **Strategic Planning Guide**  
([www.nspra.org/files/docs/strategic\\_plan\\_guide.doc](http://www.nspra.org/files/docs/strategic_plan_guide.doc))
- **Good Business Practices**  
([www.nspra.org/files/docs/Good\\_Business\\_Practices\\_guide.doc](http://www.nspra.org/files/docs/Good_Business_Practices_guide.doc))
- **Chapter Policies**  
([www.nspra.org/files/docs/Chapter\\_Policies.doc](http://www.nspra.org/files/docs/Chapter_Policies.doc))
- **Presidents Award Guidelines and Nomination Form**  
([www.nspra.org/files/docs/idents\\_Award\\_Guidelines\\_-\\_09\\_Nomination\\_Form.doc](http://www.nspra.org/files/docs/idents_Award_Guidelines_-_09_Nomination_Form.doc))
- **Barry Gaskins Mentor Legacy Award Nomination Form**  
([www.nspra.org/files/docs/Barry\\_Gaskins\\_Mentor\\_Legacy\\_Award\\_.pdf](http://www.nspra.org/files/docs/Barry_Gaskins_Mentor_Legacy_Award_.pdf))
- **Bob Grossman Leadership in School Communications Award Nomination Form**  
([www.nspra.org/files/docs/Grossman\\_Award\\_Nomination\\_Form.pdf](http://www.nspra.org/files/docs/Grossman_Award_Nomination_Form.pdf))
- **NSPRA Lifetime Achievement Award Nomination Form**  
([www.nspra.org/files/docs/NSPRA\\_Lifetime\\_Achievement\\_Award\\_form.doc](http://www.nspra.org/files/docs/NSPRA_Lifetime_Achievement_Award_form.doc))
- **NSPRA Seminar Scholarship Application**  
([www.nspra.org/files/docs/2009\\_scholarship\\_form.pdf](http://www.nspra.org/files/docs/2009_scholarship_form.pdf))
- **Dawn K. McDowell Scholarship Application**  
([www.nspra.org/files/docs/Dawn\\_McDowell\\_Scholarship\\_09.pdf](http://www.nspra.org/files/docs/Dawn_McDowell_Scholarship_09.pdf))



## Additional Resources

- **2008-09 PR Power Hour Program**  
([www.nspra.org/pr\\_powerhours](http://www.nspra.org/pr_powerhours))
- **2008-09 Chapter Leader Audioconference/Webinar Schedule**  
([www.nspra.org/node/53](http://www.nspra.org/node/53))
- **A Guide to Running for an NSPRA Office**  
([www.nspra.org/files/docs/election\\_guidelines\\_brochure.pdf](http://www.nspra.org/files/docs/election_guidelines_brochure.pdf))
- **KanSPRA Strategic Plan**  
([www.nspra.org/files/docs/CLG\\_KanSPRA\\_Plan.pdf](http://www.nspra.org/files/docs/CLG_KanSPRA_Plan.pdf))
- **CalSPRA Membership Survey**  
([www.nspra.org/files/docs/CLG\\_CalSPRA\\_Member\\_Survey18.pdf](http://www.nspra.org/files/docs/CLG_CalSPRA_Member_Survey18.pdf))
- **Chapter Officers**  
([www.nspra.org/officers](http://www.nspra.org/officers))
- **Publications Contest, Gold Medallion Awards, and Golden Achievement Awards**  
([www.nspra.org/awards](http://www.nspra.org/awards))
- **NSPRA Online Catalog**  
([www.nspra.org/catalog](http://www.nspra.org/catalog))
- **Universal Accreditation**
  - **General information**  
([www.nspra.org/professional\\_development/accreditation](http://www.nspra.org/professional_development/accreditation))
  - **Prospective APR Candidates**  
([www.nspra.org/professional\\_development/apr\\_candidates](http://www.nspra.org/professional_development/apr_candidates))
  - **Current Accredited Members**  
([www.nspra.org/professional\\_development/current\\_aprs](http://www.nspra.org/professional_development/current_aprs))

## Have an Example You'd Like to Share with Other Chapters?

Please share more of your chapter success stories and let us know what additional information will be helpful to you.

Send examples of what you are doing in either a Word or PDF file or as a brief description with a link to your chapter web site to Senior Associate Carol Mowen, APR, at [cmowen@nspra.org](mailto:cmowen@nspra.org).





**National School Public Relations Association**  
**15948 Derwood Road**  
**Rockville, Maryland 20855**  
**301-519-0496 • Fax: 301-519-0494**  
**[www.nspra.org](http://www.nspra.org) • [nspra@nspra.org](mailto:nspra@nspra.org)**