**CHAIR DO’S and DON’TS**

1. **DO** manage your group. That means:

 a. Prepare your agenda in advance in consultation with staff. Keep your executive informed.

 b. Assign specific jobs to group members. Let them know you expect them to do the job and not delegate the duties to others or show up at the next meeting without results. Set deadlines. Give clear objectives. Then call them to check on their progress between meetings.

2. **DO** be prepared for you and your Vice Chairs to appear before the Board of Directors (and possibly Budget & Finance) to present programs and recommendations that require funding and/or BOD action. BOD action is required items such as changes in policy, budgets, the Plan of Action, programs, endorsements or legislative positions.

3. **DO** recruit people for your group from among those you know you can rely on to get the job done.

4. **DO** call those who miss meetings and ask them why.

5. **DO** give your Vice Chairs:

 a. ...some "gavel time" during the meetings as a learning experience.

 b. ...some specific areas of responsibility.

6. **DO** review the budgets with your staff executive.

7. **DO** review your goals regularly. Chart your progress, stick to the Plan of Action and Strategic Plan.

8. **DO** check the Association's master calendar before scheduling any events, activities, or additional meetings.

9. **DO** communicate directly and often with the Chairs of other groups that affect your area or which share your projects or events.

10. **DO** realize that your staff executive is an integral part of your management team and is there to guide you and help you succeed, as well as serving as a valuable source of ideas and information.

1. **DON'T** wait until the last minute to task your staff executive with things you need for your next meeting. Every staff executive serves several groups and has additional responsibilities, too.

2. **DON'T** show up minutes before your meeting with lots of material to photocopy. Plan ahead as much as possible.

3. **DON'T** hold meetings when there is no reason to meet! If not needed, do not wait until the last minute to cancel a meeting.

4. **DON'T** sign contracts or otherwise commit the Association to outside expenses or purchases. As a sound fiscal control procedure, our staff executives are the only ones authorized to sign on behalf of the Association and are responsible for shopping bids with vendors and facilities.

5. **DON'T** hesitate to replace non‑performers. If they miss three meetings, drop them and find someone who will attend.

# CHARGE TO THE LEADERSHIP

The coming year will present some significant challenges. As the Association's leadership team, we are charged with designing a Plan of Action that accomplishes four basic objectives:

 a. Improves the members' bottom line

 b. Generates (or saves) money for the Association

 c. Differentiates NARPM membership and makes it more valuable

 d. Improves communications with members

We must carefully examine each proposed program, product, and service, and be able to justify it in terms of those four objectives.

Therefore, as you plan your programs, products, and services:

1. Lay down your shotgun and pick up your rifle! We can't be all things to all people. Cut out the blue sky, the puff and the non‑essential activities. Ask yourself:

 a. Does it fulfill a Strategic Plan objective? Is this a "Need to Have" or a "Nice to Have" program?

 b. Will the members perceive it as a worthwhile benefit? Or just another Association program at which they must throw money?

 c. How much will it cost in hard dollars and staff time? What's the return on investment?

 d. Can it be done more inexpensively another way and with less staff and member man-hours? Does it make maximum use of member and staff time?

 e. Does it really move the Association forward? Does it meet tomorrow's needs and not yesterday's?

2. Don't be afraid to reduce or cut out activities done in previous years. "But we've always done this" is not a reason to keep doing it.

3. Turn money‑eaters into money‑makers. Can any of your activities be converted into revenue generators? More than ever, we need to be acutely aware of new sources of non‑dues income.

4. Think about which other committees your ideas affect. Will you need their help? Should your group actually be doing this, or does it best fall under another group? Does it need to be done by anyone?