

# NSA Chapters of the Future

March 2009

In November of 2008, the NSA Board adopted the following mission for NSA Chapters:

**“Chapters are chartered groups that extend the NSA brand into the local market, consistently targeting education and community efforts to the working speaker level.”**

The Board also determined that the next step in developing a chapter strategy that best supports this mission would be to gather a variety of NSA members engaged at different levels of the Association culminating in a “Chapter Summit” to:

- ◆ Create solid agreements of common functions of chapters to extend the NSA Brand into the local marketplace(s).
- ◆ Agree on a viable chapter business model to provide a consistent, professional education and community experience for NSA members at a local level.
- ◆ Position chapters to remain viable and relevant in the future.

In essence, the Board wants to engage the membership in a transformational conversation resulting in a re-chartering of the NSA Chapters.

The Board asked Vice-President Kristin Arnold and the Chapter Leadership Council (CLC) to create a “roadmap” for the conversation and agreements.

This action was taken in response to a growing sense:

- ◆ Of the wide disparity in how NSA’s chapters actually operate.
  - They differ in size of membership, with a range between smaller and larger chapters of almost 170 people. The data does not follow a “normal distribution.”
  - They differ in their “blend” of participants, the balance between “full members” and “affiliates / associates / candidates.”
  - They differ in their revenue and expense models.

- They differ in how easy it is to cover their requirements for board service and succession planning.
- They differ in how successful they have been in attracting national members and/or other professional speakers from their geographic area.
- They differ in the size of the population from which they draw.
- They differ in how well they extend the NSA brand into the local market.
- They differ in the quality and caliber of programming targeted toward the full-time, working speaker.
- ◆ That some chapters who, with the best of intentions, have drifted “off mission.” NSA’s hands-off strategy to chapter programming/administration has meant that well-meaning local leaders have watched their organizations evolve in relative isolation.
- ◆ That while some chapters seem to have done well, others struggle.

Our current competitive environment is characterized, among other things, by:

- ◆ High competition for our members’ membership dollars from other associations and professional societies
- ◆ Low barriers to entry for those seeking to compete with NSA in offering “speaker education”
- ◆ Rapid extinguishment of NSA-only knowledge (most of what we teach or publish is out there on the Internet at this point)
- ◆ Increasing overhead costs in running a chapter as it currently operates
- ◆ Changing demographics not yet reflected in our membership
- ◆ Increasing availability of technology-based information sharing vehicles
- ◆ The recent downturn in the economic climate.

In times of growth, these inconsistencies are subdued and tolerated. Yet, these turbulent economic times highlight the disconnects between Chapters and National. Now is an opportune time to revisit key assumptions, functions and models in order to create a mutually beneficial relationship resulting in healthy and strong association.

This paper is meant to provide some initial thoughts about how to transition the cohort of chapters we now have into the cohort of ***working speaker-focused, brand-strengthening chapters*** we need for the future.

We strongly encourage the NSA community – active chapter leaders and members as well as disenfranchised members and past members – to engage in a dialogue that will result in a transformation of the way NSA Chapters and National work together to **extend the NSA brand into the local market, consistently targeting education and community efforts to the working speaker level.**

# History

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The National Speakers Association (NSA) was incorporated in July 1973 by a small group of entrepreneurial speakers who wanted to create a forum for sharing ideas on how to succeed in the speaking business. The sharing and caring philosophy of the NSA founder, Cavett Robert, is a key touchstone of this association and carries forth in all we do.

As membership grew from 80 members in 1973 to 1,620 members in 1980, the majority of these NSA members were periodically gathering together in their local areas. So in 1980, the NSA Board of Directors adopted new bylaws enabling the Association to charter local and/or regional chapters of NSA.

NSA's first ten chapters were chartered in 1981. Largely because NSA did not then have the resources to support the day-to-day operations of these chapters, these chapters were chartered as independently-managed organizations. Most of our chapters began in the 1980's, with 13 chartered in the 1990's and 6 chartered since 2000. Several (about 12) have folded over the years.

In 2005, the NSA Board approved a revised chapter structure for a chapter to maintain its charter. The most significant change stated the "only National NSA members are qualified to join a chapter and carry the title of 'member' in that chapter. There are no 'candidate' members; instead there may be affiliates who are participants or guests at chapter functions. Thus, the term 'member' automatically means national member."

Today there are 38 traditional-style chapters covering various parts of the nation and 1 virtual-style chapter that allows anyone in the US to join.

# NSA's Goals

Upon considerable reflection and discussion, the NSA Board identified nine goals (listed in priority order) that are important to the success of chartered chapters in **extending the NSA brand into the local market, consistently targeting education and community efforts to the working speaker level.**

- ◆ Strengthen the NSA brand
- ◆ Improve the member experience for majority of NSA members
- ◆ Strengthen "community" at local level
- ◆ Use NSA and chapter financial resources wisely
- ◆ Support our changing demographics
- ◆ Make chapter leadership a positive experience
- ◆ Support chapter autonomy
- ◆ Distribute Professional Development Council (PDC)-supported "educational programming" into the local market
- ◆ Reduce chapter cost/effort

The Board believes now is the time to have a strategic conversation about how the chapters can best deliver the mission and goals. We encourage you to "break the mold", "get out of the box" and "shift your paradigm" of your current perspective of chapters. If you had a blank slate to start fresh, how would you charter an NSA Chapter to provide the best value to our local NSA members with the least amount of effort?

The Board also identified the following "non-negotiables" to keep in mind during this conversation:

1. Services must be targeted toward the full-time, working speaker.
2. All Chapter Board Officers (minimum of 7) must be NSA members.
3. A member of the Chapter must also be a member of NSA or the International Federation for Professional Speakers (IFFPS).
4. All Chapters will promote NSA National events.
5. No Chapter events will be held within one week before or after a scheduled National meeting (Conference or Convention).
6. Publish and follow appropriate financial policies

7. Reconcile bank statements to accounts monthly and hold an annual review/audit of its books
8. Must have an independent bank account with a minimum two signers
9. Follow an anti-trust compliance statement
10. Follow a conflict of interest statement

## **The Roadmap to Rechartering the Chapters**

We are at the beginning of this transformational journey with the publication of this white paper:

- ◆ NSA National and the CLC will be setting up “listening posts” to hear from you about your thoughts.
- ◆ We will be having a robust discussion during Chapter Leadership at the Convention in Scottsdale, AZ in July, 2009
- ◆ We will update this paper with additional possibilities and comments in August, 2009 and will continue to encourage discussion
- ◆ In November, 2009, the Chapter Presidents-Elect and one representative “delegate” from each chapter and National will come together at the conclusion of Camp NSA and to craft agreements on the Charter for the Chapters.
- ◆ At the Winter Conference in 2010, NSA and Chapter Leaders will finalize the charter.
- ◆ By September 2010, all chapters will submit any changes to the by-laws necessary to implement the new charter.

# Current Functional Structure for NSA Chapters<sup>1</sup>

The following table provides a summary of the current Functional Structure for NSA Chapters. (You can access a full description at <http://www.nsachapterone.com> - Chapter Essentials). Chapters may operate beyond these minimums but never below them. "Member" means that the person holding that title has joined both National (or one of the Federation Associations) and the local chapter – there is no other type of member.

**Table 1**

<b>Functional Attribute</b>	<b>Current Minimum Standards</b>
<b>Governance</b>	
Leadership Structure	Annually elected leadership team or Board made of members. (Elected as prescribed by individual chapter's bylaws).
Leadership Positions (7 total held by members only)	President, Immediate Past President, President-Elect, Secretary, Treasurer plus at least two other voting board or leadership-team members.
Volunteer Structure	Committee and Board leadership positions are to be held only by members. Non-members may serve in non-leadership/non-board volunteer positions at the chapter's discretion. Volunteers serving on committees or assisting at meetings may be appointed from the local Community – it is up to the chapter's local leadership to determine non-member volunteer involvement at this support level.
Leadership Meetings	Board meets a minimum of once a quarter.
<b>Recruiting</b>	
Membership	Open to all NSA/IFFPS Members.

<sup>1</sup> As approved by the NSA Board in 2005

	The seven board positions constitute the minimum number of members for a chapter. The term “chapter member” means that the person holding that title has joined both national and the local chapter – there is no other type of member in a chapter.
Membership Categories	All chapter membership categories must be the same as national.
Membership Recruitment	National encourages NSA members to join, participate and support their local chapters. The relationship between chapters and National is that of mutual support for the positive experience of the NSA member.
Sponsorships	Not defined.
<b>Programming</b>	
Educational Meetings	Membership meetings four (or more) times a year. National will reimburse a chapter \$175 per year for the visit of one of the NSA Leadership Team (President, President-Elect or Vice President)
Affiliate/Candidate/Passport Programs	National has Academy for Professional Development. Optional at chapter level. Individuals enrolled in chapter affiliate or candidate programs are prohibited from using the NSA logo or chapter logo on their personal materials.
List Serve Support from National	Yes, if the chapter requests
Self-Forming Mastermind Groups	Optional. NSA encourages member participation.
<b>Governing Documents</b>	
Incorporation Status	Not Required; however, incorporation may provide certain liability protection for the board and officers of the chapter. Incorporated chapters are responsible for any annual filing and fees required by their states.

By Laws	Yes.
Financial Policies	Yes.
Directors and Officers (D&O) Insurance	Not Required; however, D&O insurance may provide some liability protection for the board and officers of the chapter. (May be more critical if the chapter is not incorporated.)
Bank Account	Independent of any one member and in the chapter's name. Minimum of two board members listed on the account. Monthly reconciliation.
Strategic Plan	Yes
Charter Items Required to Apply	Official Charter Application includes: <ul style="list-style-type: none"> <li>◆ Name of new chapter</li> <li>◆ Names of board and officer members</li> <li>◆ Bylaws and financial policies documentation</li> <li>◆ Fiscal-year dates</li> <li>◆ Evidence of independent bank account</li> <li>◆ Basic programming calendar</li> <li>◆ Roster of members</li> <li>◆ Antitrust compliance statement</li> <li>◆ Appropriate fee (\$100)</li> </ul>
Maintaining a Charter	Annual Affiliation Agreement <ul style="list-style-type: none"> <li>◆ Names of board and officer members for current and incoming year</li> <li>◆ Copies of bylaws and policies documentation</li> <li>◆ Evidence of most recent annual financial reconciliation or audit</li> <li>◆ Evidence of independent bank account</li> <li>◆ Basic programming calendar</li> <li>◆ Roster of members</li> <li>◆ Antitrust compliance statement</li> <li>◆ Updates to basic chapter demographic data as requested</li> </ul> Appropriate fee (\$150)

<b>Collateral Materials</b>	
Web Site	Either the chapter maintains a site with contact information, names of chapter board members and basic programming calendar. O a one page site may be provided by National under the NSA domain.
Logos	An individualized logo variation has been created for chapter use at the chapter's discretion. There are no color restrictions as long as the logo remains easily identifiable. Chapters that design their own logo must be compatible with and approved by the national association.
Directory (print and/or online)	The chapter chooses if it wants to publish a directory. Only members may be listed. Chapter affiliates may appear in a listing that is not included in the printed or online directory. Chapter's membership roster sent in annually.
<b>National Oversight</b>	
Charter Policies Review/Audit	Not defined.
Leadership Training	Chapter Presidents-elect are leaders are invited to attend Camp NSA; All other chapter leaders are invited to attend leadership programs at national meetings.
Chapter Leadership Council (CLC)	To support, educate, and encourage current and future NSA chapter leaders and to represent chapter issues and concerns to the Board and provide chapter leadership support through encouraging use of chapter leadership resources.
Violations	Chapters in violation of any NSA board policy will have their charter suspended until the violation is corrected. Chapters with suspended charters past six

	months will have their charter revoked. Following a revoked charter, members may reorganize and apply for a new charter.
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# The Chapter of the Future...

As we discuss the possible business models and functions for Chapters of the Future, please project yourself 5 or even 10 years into the future. Given the mission that the chapters are **“chartered groups that extend the NSA brand into the local market, consistently targeting education and community efforts to the working speaker level”**, if you were creating NSA chapters in 2015, what will they look like?

- ◆ What will Chapters be doing to meet the needs of the working level speaker?
- ◆ What will Chapters NOT be doing?
- ◆ How can we minimize the level of effort from our members?
- ◆ What kind of relationship will they have with each other and with National?
- ◆ How will National support the Chapters?
- ◆ How will Chapters be funded?

Use this future-forward thinking as we discuss the possibilities for the future!

## Possibilities

*(Note: these possibilities are mentioned as a way to start a healthy discussion. There is no predetermined set of solutions, master detailed plan, nor limit to the possibilities. These are presented as some random thoughts to get the creative juices flowing!)*

- 1. Make all chapter dues the same**  
This option would arrive at an amount considered reasonable for chapter-level dues *across all chapters*.
- 2. Require all affiliates to join NSA Academy**  
This option would require chapters with affiliate programs to complement their offerings with the NSA Academy. This would strengthen the NSA brand at the chapter level and could reduce duplication of effort in some chapters' candidate programs, freeing up volunteer time.
- 3. National to host/support chapter websites**

A variety of tactical suggestions have been made for leveraging NSA-level technologies to support chapter-level website strategies. At the very least, NSA branded chapter pages should be accessible from the NSA site as well as an all-inclusive Chapter/National calendar of events.

**4. Synergize meeting schedules**

National has three to four large scale events per year and many chapters have sizeable events (speakers schools, special events, chapter meetings). We should be working together to optimize the schedule, timing, and promotion of these events.

**5. Partner with large chapters to produce regional meetings and share revenues**

The data shows high concentrations of members (and potential members) in metropolitan areas. Instead of competing with large chapters in the production of high-level events, let's partner together in the programming, logistics, promotion, etc. with revenue and cost sharing for the benefit of all.

**6. Require all national members to join a chapter**

As far as we can tell, just over 50% of national members maintain traditional chapter membership. Another variation on this idea is to require all future new members to be a part of a chapter, but making this only an option for existing members.

**7. National should actively recruit at the local level for chapter benefit**

Require NSA staff to actively conduct marketing campaigns at the local level, thereby growing Chapter membership substantially.

**8. National to coordinate chapter programming**

NSA staff to select, appoint, arrange and evaluate chapter-level programs targeted at the working speaker. This would also allow a greater chapter-level penetration of the Professional Development Council's mandates as far as objectives-based learning and evaluation.

**9. Offer virtual assistant to chapters with standardized services**

Some chapters have had success in lessening the administrative burden borne by volunteers by using virtual assistants. If National standardized the services offered and began to share

costs among chapters, this could be a cost-effective way to ease the load as well as improve consistency.

**10. Your idea here!**

# Business Models

Once we determine the functional attributes and minimal/basic requirements, we will agree on an optimal business model. After all, form should follow function!

Here are five distinct possibilities; however, there may also be some hybrid/other models as well:

- 1. Status Quo (decentralized model)**  
Chapters remain relatively autonomous with minimal requirements to national with an annual affiliation payment (currently \$150 per chapter).
- 2. National will administer specific functions on behalf of the chapter for per member fee (pay for services model)**  
This removes an administrative burden from chapter leaders and strengthens the day-to-day connection between chapters and national. A variety of chapter administration duties such as bill paying, arranging for meeting space, booking speaker travel arrangements, responding to inquiries and sending meeting notices will be handled through national staff.
- 3. Major metropolitan areas will be “regional chapters” who provide support to smaller, local groups (hub and spoke model)**  
Have smaller chapters operate as satellites under the auspices of larger chapters – letting the regional chapters handle the various administration and logistics.
- 4. Collect dues nationally - remit to chapter in various amounts depending on benefits provided by National (federated model)**  
This removes an administrative burden from chapter leaders and strengthens the day-to-day connection between chapters and national while still allowing dues amounts to vary from chapter to chapter.
- 5. Collect dues nationally - remit to chapter a per person amount (centralized model)**  
All national members would be assessed a chapter fee which would be shared with the chapter to cover operational expenses.

Again, these lists are *not* comprehensive nor predetermined. We sincerely want your thoughts, ideas, additions, modifications as we have a robust dialogue about what will work best for the NSA and the NSA Chapters.

We envision this process to be a collaborative discussion – looking for the optimum win-win solution for National AND the Chapters. It may not even be “one solution” as a model to “fit all”. It may be a two or three tiered model of NSA service levels to be developed and offered to chapters.

As with any collaborative process, all parties should know how decisions will be made. We are sincerely looking for a collaborative consensus; however, in the event we cannot achieve a consensus, National reserves the right to make a decision on the final charter elements, based on the robust conversations of the NSA members.

# Glossary

**Business Model** – the structure that supports the operations/funding of the business

**Chapter Candidate** – a guest to the chapter who is seriously engaged in becoming a professional speaker

**Chapter President** – the titular head of the chapter through leadership of the Chapter Board.

**Chapters** – Chartered by the NSA Board as **“groups that extend the NSA brand into the local market, consistently targeting education and community efforts to the working speaker level.”**

**Charter** – An affiliation agreement application submitted by a chapter seeking affiliation with NSA and approved by the NSA Board.

**Disenfranchised member** – an individual who does not feel the chapter or National adequately represents their interests.

**National** – The National Speakers Association head office in Tempe, AZ.

**NSA Brand** – NSA is the recognized community for developing the content expertise, platform excellence, and business knowledge of those who speak professionally.

**NSA Member** – a member of the National Speakers Association

**Working Speaker** – Someone who is making a living in the speaking business and not just involved as a hobby or side interest. Typically this would be the experienced/successful speaker who runs a savvy and sophisticated business and who want to maintain or continue to build his/her success. Typically this level of speaker would meet the CSP requirements whether they have applied for the designation or not. It also includes the emerging speaker who meets the NSA membership requirements and is still early in their experiences/success and needs assistance building his/her business.

# Survey Questions:

As we discuss the possible business models and functions for Chapters of the Future, please project yourself 5 or even 10 years into the future. Given the mission that the chapters are **“chartered groups that extend the NSA brand into the local market, consistently targeting education and community efforts to the working speaker level,”** if you were creating NSA chapters in 2015, what will they look like?

- ◆ What will Chapters be doing to meet the needs of the working level speaker?
- ◆ What will Chapters NOT be doing?
- ◆ How can we minimize the level of effort from our members?
- ◆ What kind of relationship will they have with each other and with National?
- ◆ How will National support the Chapters?
- ◆ How will Chapters be funded?

Use this future-forward thinking as we discuss the possibilities for the future!

For each of the attributes/functions:

1. Are they relevant for the chapter of the future?
2. Is there another attribute/function that we need to add?
3. For these future attributes/functions, what is the minimum standard for each attribute to ensure **“the chapter is extending the NSA brand into the local market, consistently targeting education and community efforts to the working speaker level?”**
4. What is the best way to accomplish this minimum standard?
  - a. What should National do to help the Chapter?
  - b. What should Chapters do with the help/support of other chapters?
  - c. What should chapters do by themselves?
5. What is the optimum business model to ensure a healthy and strong association and chapters?

The Wiki:

Functional Attribute	Y/N	Current Minimum Standards "AS IS"	Possibilities "TO BE" <b>**Non-Negotiables**</b>
<b>Governance</b>			
Leadership Structure		Annually elected leadership team or Board made of members. (Elected as prescribed by individual chapter's bylaws).	
Leadership Positions (7 total held by members only)		President, Immediate Past President, President-Elect, Secretary, Treasurer plus at least two other voting board or leadership-team members.	All Chapter Board Officers (minimum of 7) must be NSA members.
Volunteer Structure		Committee and Board leadership positions are to be held only by members. Non-members may serve in non-leadership/non-board volunteer positions at the chapter's discretion. Volunteers serving on committees or assisting at meetings may be appointed from the local Community – it is up to the chapter's local leadership to determine non-member volunteer involvement at this support level.	
Leadership Meetings		Board meets a minimum of once	

		a quarter.	
<b>Recruiting</b>			
Membership		Open to all NSA/IFFPS Members. The seven board positions constitute the minimum number of members for a chapter. The term “chapter member” means that the person holding that title has joined both national and the local chapter – there is no other type of member in a chapter.	<p>A member of the Chapter must also be a member of NSA or the International Federation for Professional Speakers (IFFPS).</p> <p>Require all national members to join a chapter</p> <p>Require all future new members to be a part of a chapter, but making this only an option for existing members.</p>
Membership Categories		All chapter membership categories must be the same as national.	
Guests			Guests (non-members) may attend chapter Events at a guest rate that is higher than the member rate. There is no restriction as to the number of times a guest may attend chapter meetings and events.
Membership Recruitment		National encourages NSA members to join, participate and support their local chapters. The relationship between chapters	National should actively recruit at the local level for chapter benefit

		and National is that of mutual support for the positive experience of the NSA member.	
Sponsorships		Not defined.	
<b>Programming</b>			Services must be targeted toward the full-time, working speaker.
Educational Meetings		Membership meetings four (or more) times a year. National will reimburse a chapter \$175 per year for the visit of one of the NSA Leadership Team (President, President-Elect or Vice President)	No Chapter events will be held within one week before or after a scheduled National meeting (Conference or Convention).  Partner with large chapters to produce regional meetings and share revenues
Working Speaker Level Programming			National to coordinate chapter programming  NSA staff to select, appoint, arrange and evaluate chapter-level programs targeted at the working speaker.
Affiliate/Candidate/Passport Programs		National has Academy for Professional Development. Optional at chapter level.	Require all affiliates to join Academy for Professional Speaking – and receive member

		Individuals enrolled in chapter affiliate or candidate programs are prohibited from using the NSA logo or chapter logo on their personal materials.	pricing and attend events for the period of time they are in the Academy.  Chapter affiliate programs to complement their offerings with the Academy for Professional Speaking.
List Serve Support from National		Yes, if the chapter requests	
Self-Forming Mastermind Groups		Optional. NSA encourages member participation.	
<b>Governing Documents</b>			
Incorporation Status		Not Required; however, incorporation may provide certain liability protection for the board and officers of the chapter. Incorporated chapters are responsible for any annual filing and fees required by their states.	
By Laws		Yes.	
Financial Policies		Yes.	Publish and follow appropriate financial policies
Directors and Officers (D&O) Insurance		Not Required; however, D&O insurance may provide some liability protection for the board and officers of the chapter. (May	

		be more critical if the chapter is not incorporated.)	
Bank Account		Independent of any one member and in the chapter's name. Minimum of two board members listed on the account. Monthly reconciliation.	Reconcile bank statements to accounts monthly and hold an annual review/audit of its books Must have an independent bank account with a minimum two signers
Strategic Plan		Yes	
Charter Items Required to Apply		Official Charter Application includes: <ul style="list-style-type: none"> <li>◆ Name of new chapter</li> <li>◆ Names of board and officer members</li> <li>◆ Bylaws and financial policies documentation</li> <li>◆ Fiscal-year dates</li> <li>◆ Evidence of independent bank account</li> <li>◆ Basic programming calendar</li> <li>◆ Roster of members</li> <li>◆ Antitrust compliance statement</li> <li>◆ Appropriate fee (\$100)</li> </ul>	Follow an anti-trust compliance statement Follow a conflict of interest statement
Maintaining a Charter		Annual Affiliation Agreement <ul style="list-style-type: none"> <li>◆ Names of board and officer members for current and incoming year</li> <li>◆ Copies of bylaws and policies</li> </ul>	Follow an anti-trust compliance statement Follow a conflict of interest statement

		<p>documentation</p> <ul style="list-style-type: none"> <li>◆ Evidence of most recent annual financial reconciliation or audit</li> <li>◆ Evidence of independent bank account</li> <li>◆ Basic programming calendar</li> <li>◆ Roster of members</li> <li>◆ Antitrust compliance statement</li> <li>◆ Updates to basic chapter demographic data as requested</li> </ul> <p>Appropriate fee (\$150)</p>	
<b>Collateral Materials</b>			
Web Site		<p>Either the chapter maintains a site with contact information, names of chapter board members and basic programming calendar. Or a one page site may be provided by National under the NSA domain.</p>	<p>National to host/support chapter websites</p> <p>NSA branded chapter pages should be accessible from the NSA site.</p>
Calendar/Schedules			<p>All Chapters will promote NSA National events.</p> <p>National posts all-inclusive Chapter/National calendar of events on mynsa.org.</p> <p>Synergize meeting schedules to</p>

			optimize the schedule, timing, and promotion of these events.
Logos		An individualized logo variation has been created for chapter use at the chapter's discretion. There are no color restrictions as long as the logo remains easily identifiable. Chapters that design their own logo must be compatible with and approved by the national association.	
Directory (print and/or online)		The chapter chooses if it wants to publish a directory. Only members may be listed. Chapter affiliates may appear in a listing that is not included in the printed or online directory. Chapter's membership roster sent in annually.	
<b>National Oversight</b>			
Charter Policies Review/Audit		Not defined.	
Leadership Training		Chapter Presidents-elect are leaders are invited to attend Camp NSA; All other chapter leaders are invited to attend leadership programs at national meetings.	

		Update Online Chapter One Resource Center	
Chapter Leadership Council (CLC)		To support, educate, and encourage current and future NSA chapter leaders and to represent chapter issues and concerns to the Board and provide chapter leadership support through encouraging use of chapter leadership resources.	
Violations		Chapters in violation of any NSA board policy will have their charter suspended until the violation is corrected. Chapters with suspended charters past six months will have their charter revoked. Following a revoked charter, members may reorganize and apply for a new charter.	
<b>Administrative</b>			
			Offer virtual assistant to chapters with standardized services  National standardized the services offered and share costs among chapters
<b>Revenue Model</b>			
Dues			Make all chapter dues the same across all chapters

