



# Strengthening our Chapter Network

March 2021

Elevating the profession,  
accelerating your performance.



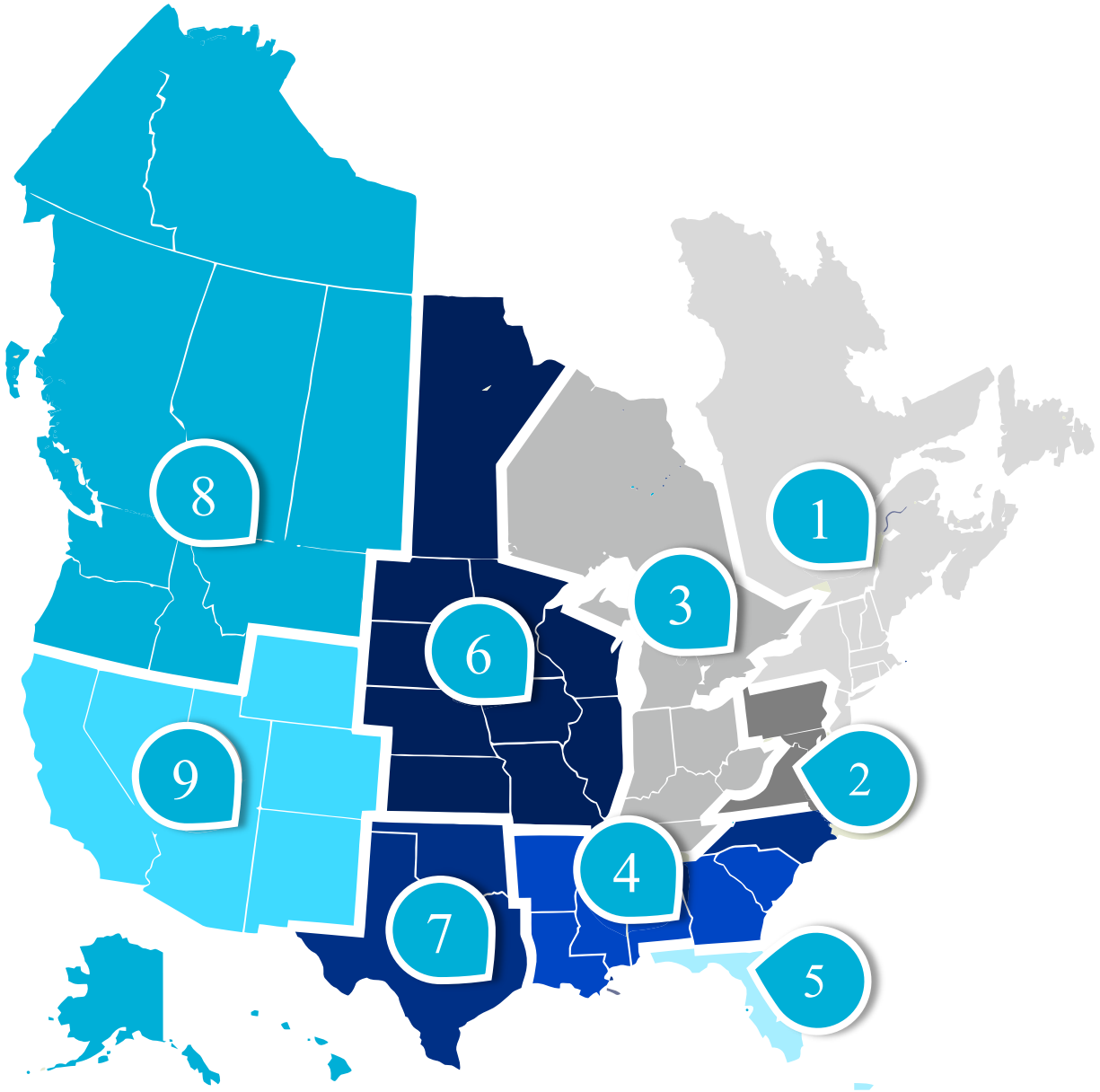
**NIGP** The Institute for  
Public Procurement

# Reflecting on our Mutual Achievements

**72** Local & Regional Chapters

**9** Geographic Areas Across

**NORTH AMERICA**





### DEDICATED STAFF

- ✓ Jennifer Steffan – dedicated 100% to Chapter relationships and engagement
- ✓ Executive Team and Directors – available to enhance the relationship



### RESOURCE LIBRARY

- ✓ Governance
- ✓ Financial Management
- ✓ Membership
- ✓ Marketing
- ✓ Events and Conferences
- ✓ Legal, Taxes, Insurance
- ✓ Webinars



### LEGAL CONSULTATION

- ✓ Access to NIGP's Legal Counsel when warranted





### LEADER CALLS

- ✓ Area Quarterly Calls with Chapter Leaders to share challenges and successes and offer solutions

### NIGP NSITE

### NSITE COMMUNITY

- ✓ Chapter leader exchange for sharing information, best practices



### LEADERS IN THE LOOP

- ✓ Monthly e-publication with updates on Chapter and NIGP activities to be promoted

### NIGP

Strategy & Policy  
Foundations

CORE CERTIFICATE

#### FRESH CONTENT

- ✓ 33 Competency Modules via Pathways
- ✓ 5 Certificate Programs
- ✓ Specializations
- ✓ NIGP-CPP Certification



#### CHAPTER AMBASSADORS

- ✓ 9 Areas / 19 Ambassadors
- ✓ Site Visits
- ✓ Communications exchange
- ✓ Ongoing resources
- ✓ Liaison between Chapters and the NIGP Member Council



#### REBATE PROGRAM

- ✓ Percentage of Gross Revenues for Chapter-Hosted education
- ✓ Percentage of registration fees for Chapter members who enroll in NIGP digital learning



### OUTSTANDING AWARDS

- ✓ Chapter Operations
- ✓ Chapter Membership
- ✓ Chapter Advocacy and Outreach
- ✓ Chapter Professional Development



### PERFORMANCE SEALS

- ✓ An operations 'standard' Chapters can strive to follow
- ✓ Once the standard is met, a digital seal is available for display on the website and social media outlets
- ✓ Four tiers motivate Chapters to achieve an even higher tier in subsequent years.



### CHAPTER ACADEMY

- ✓ 8<sup>th</sup> consecutive year
- ✓ Virtual in 2021: 6-month leadership program
- ✓ Complimentary for 2 Chapter leaders
- ✓ Topics: Revenue Streams in a Recession; Virtual Events; Member Engagement





### SCHOLARSHIPS

- ✓ Sourcewell Scholarship Program dedicated to Chapter professional development.
- ✓ Alaska/Hawaii, Capital Area VA, East Tennessee, Greater Miami, Kentucky, Iowa, Northern Ohio, Oregon, Utah, Wisconsin



### RISK MANAGEMENT

- ✓ General Liability Insurance at No Cost



### NIGP Mentorship Program

### WEBSITE DEVELOPMENT

- ✓ Co-Hosted microsite (Copper)
- ✓ Assessing options for offering integrated Chapter Websites using NIGP Website functionality

# Mutual Goals Mutual Impact

January 2020 Annual Report

16,620 NIGP Members

13,930 NIGP Chapter Members





# Current Challenges

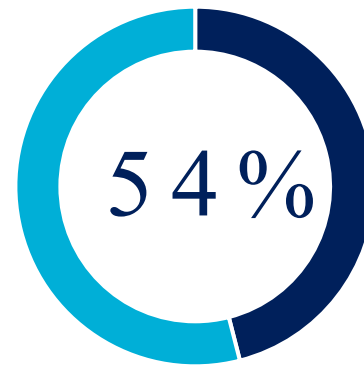
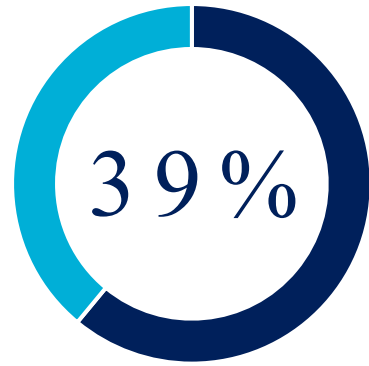
- Most Chapter Affiliation Agreements Have Not Been Reviewed and Updated in 30 Years
- Expectations and agreements are not incorporated into a single document
- Many Chapter Affiliates have not taken advantage of opportunities to grow and enhance their membership through NIGP resources
- Uneven use and alignment of marketing and branding between NIGP and its Chapter network
- Risk and liability exposure increases when Chapters are not incorporated



# Equity Challenges

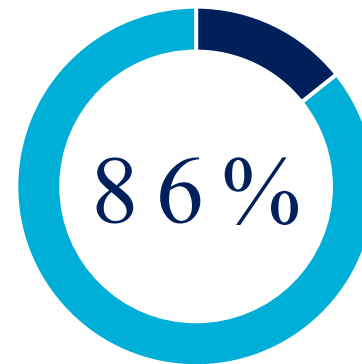
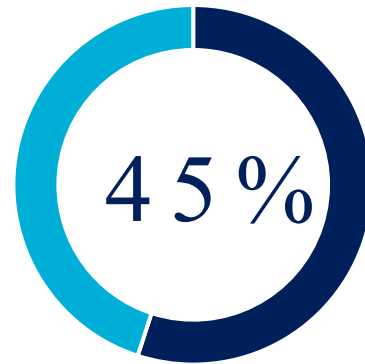
## Between NIGP and our Chapter Network

Chapters that do not host NIGP educational programs. *Lost professional development opportunities for their members and lost opportunities to earn rebates for the Chapter. (NIGP issued \$173,380 in Chapter rebates in 2019)*



Chapters that do not include NIGP or the NIGP logo in their Chapter logo. *Impacts identity, brand recognition and marketing*

Chapter Members who do not belong to NIGP. *Creates confusion on member benefits*



Chapters that are not incorporated. *Heightens risk and liability.*



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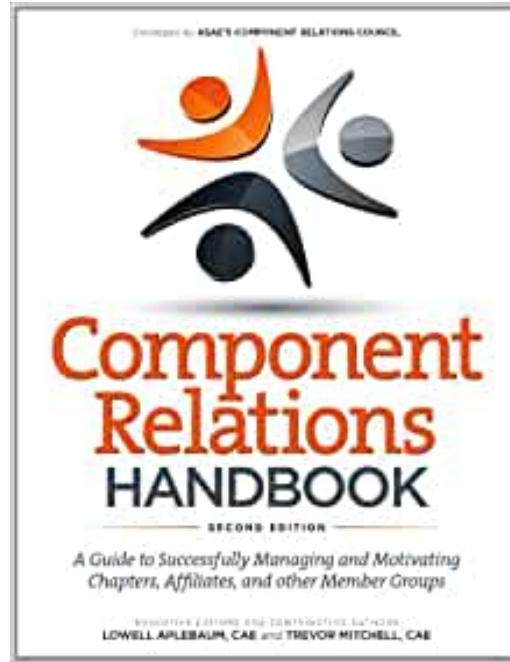
# Aspiring to Achieve a More Intentional Relationship

## Goals to Achieve a More Intentional Relationship



- Describe the relationship in a single, executable document that defines:
  - The Guiding Principles of the Alliance between NIGP and its Chapter Affiliates
  - The Operating Framework that details intentional actions and expectations of all parties
- Develop a comprehensive Chapter Needs Assessment to understand specific and critical needs and determine how NIGP can provide support (*NIGP Strategic Plan*)
- Develop a chapter-focused communication strategy (*NIGP Strategic Plan*)

# Developing the Guiding Principles and Operating Framework



## Engagement by Stakeholders

- Research best practices recommended by the American Society for Association Executives (ASAE)
- Develop an initial draft by a small team of senior practitioners with expertise in legal matters and leadership experience in chapter relations
- Seek feedback from a group of 16 Chapter Stakeholders representing NIGP governance and Chapter leadership across diverse chapter sizes and geographic areas
- Obtain approvals from the NIGP Member Council and NIGP Governing Board





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# A Commitment to the Guiding Principles and an Operating Framework

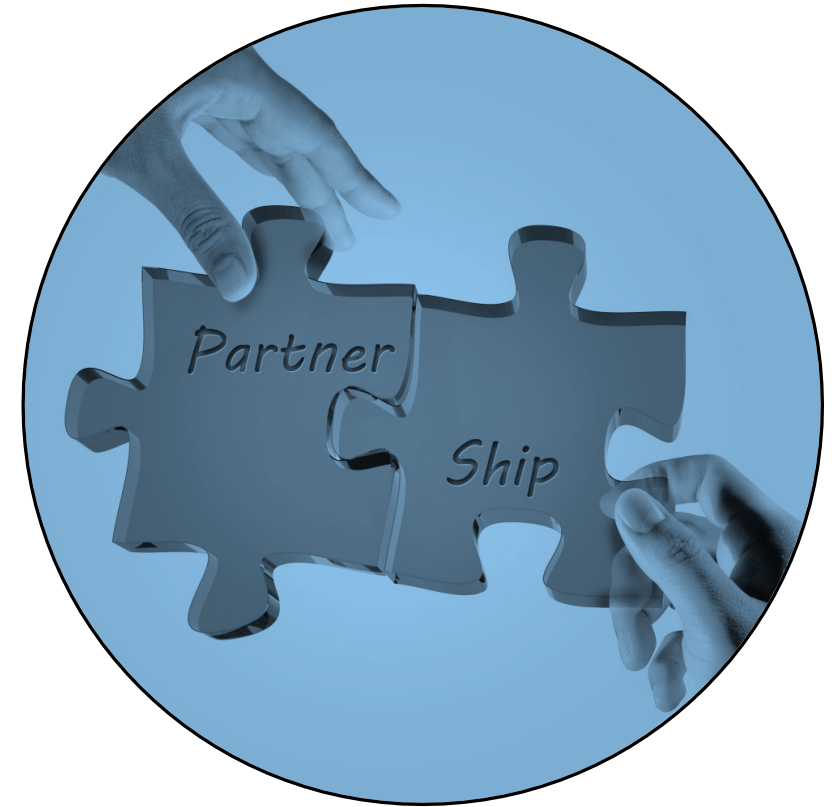
NIGP



Guiding Principles

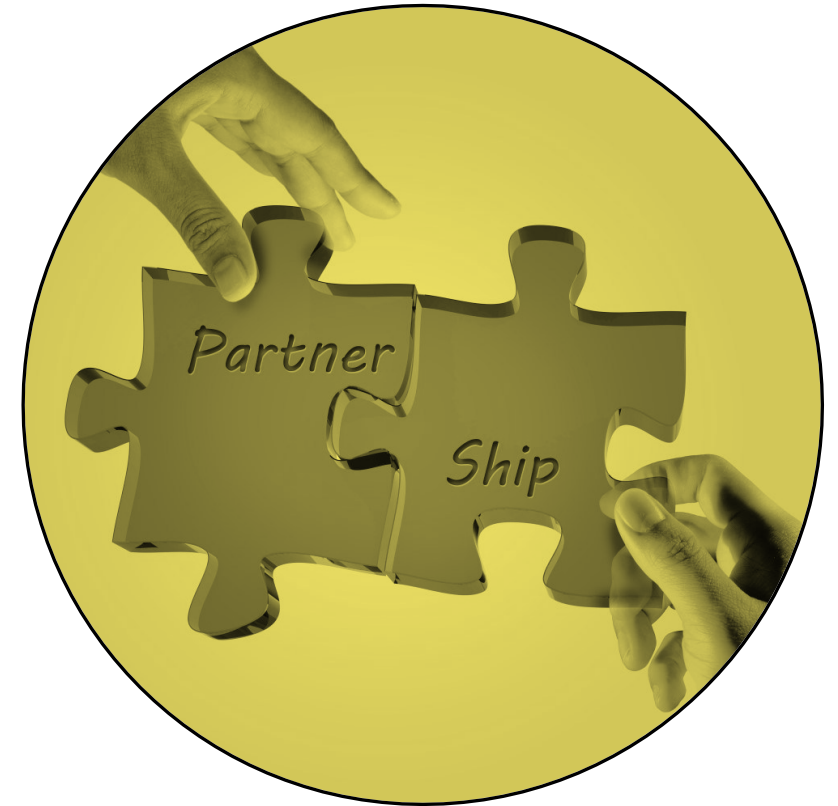
# Guiding Principles of the Alliance

- **NIGP** is the premier, global professional association.
- **NIGP** depends on its **Chapters** to spearhead engagement and support practitioners within their respective communities.
- **NIGP** and its **Chapters** combine to create a powerful program to serve the public procurement community. A healthy and dynamic NIGP requires healthy and dynamic Chapters.



## Guiding Principles of the Alliance

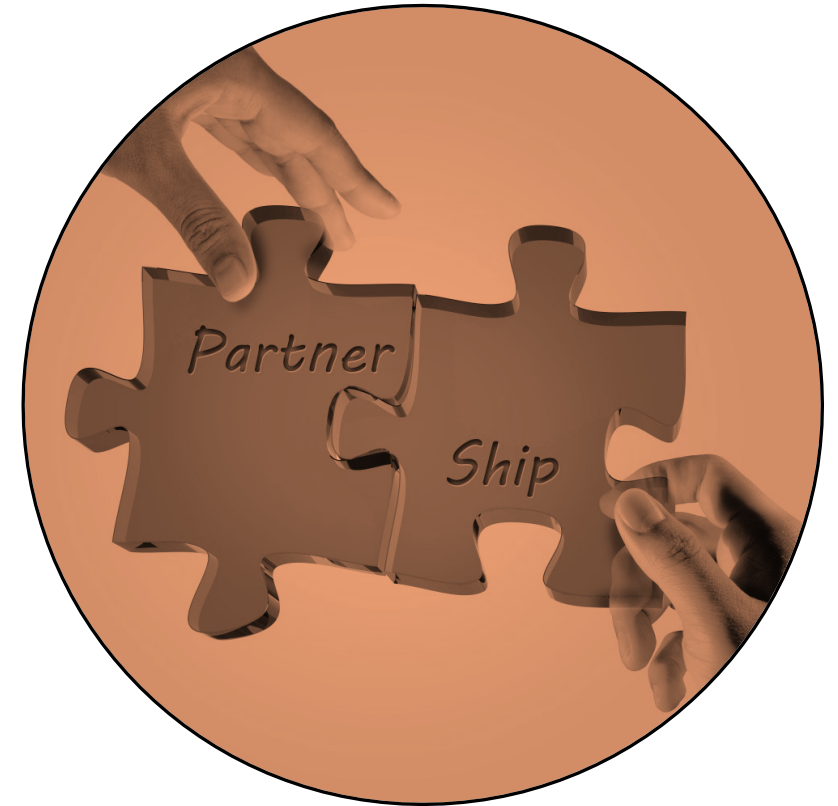
- **NIGP** provides an international brand, and each Chapter provides a regional, state/provincial or local brand.
- **NIGP** and each **Chapter** provides a financial and legal structure with rights and responsibilities as well as risks and opportunities.
- **Chapters** are separately incorporated as distinct legal entities; they follow sound governance practices and provide clear financial integrity, transparency and reporting practices.





# Guiding Principles of the Alliance

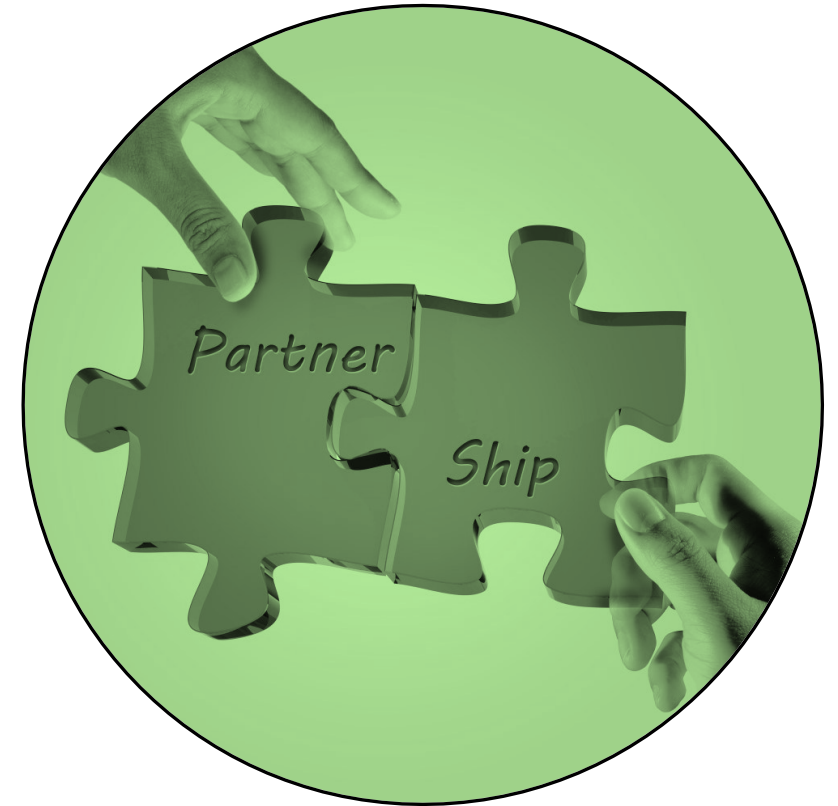
- **NIGP** and its **Chapters** subscribe to the six values and guiding principles of public procurement.
- **NIGP** and its **Chapters** subscribe to the guiding principles of diversity and inclusion by valuing and respecting individual strengths, viewpoints and contributions.
- **NIGP** and its **Chapters** believe, as a core value, that all NIGP **Chapters** must be treated fairly and equitably. Each **Chapter** enjoys equitable access and benefits from **NIGP**.





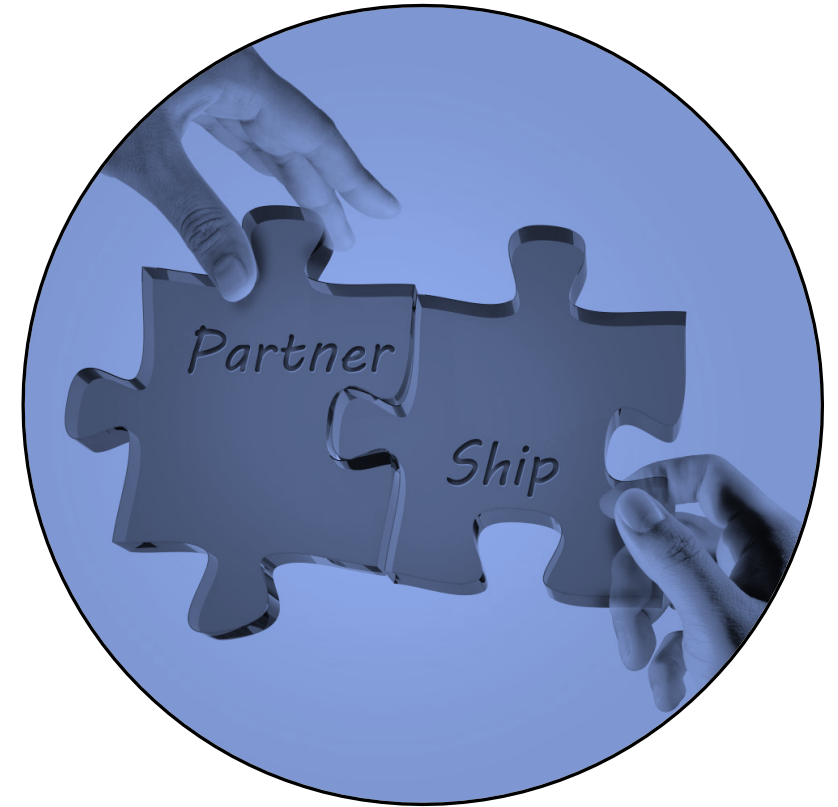
# Guiding Principles of the Alliance

- **NIGP** and **Chapters** have a primary obligation to serve the lifelong professional needs of their respective membership through knowledge, learning, research, resources, and networks which connect people and promote professional excellence.
- **NIGP** and **Chapters** cultivate an operating environment of mutual trust and respect.
- **NIGP** and **Chapters** foster open communication and transparency and work in partnership to deliver consistent messages that advance the overall mission of **NIGP**.



## Guiding Principles of the Alliance

- **NIGP** and **Chapters** believe that the brand, reputation, and integrity cultivated by the parties are tethered together.
- **NIGP** and **Chapters** affirm that volunteers are one of our most valuable resources. Volunteers will be recognized for their essential contributions and are to be supported, encouraged and empowered to act on behalf of **NIGP** and its network of **Chapters**.





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# QUESTIONS

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4 Key Revisions to the  
Operating Framework

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# Incorporation

## Chapter Legal Status

## Incorporation Support

- To protect assets, limits liability, debts, obligations for both parties, all Chapters shall be legally incorporated by December 21, 2022 (2)
- NIGP will provide assistance and financial support (2)
- As an option, NIGP can facilitate efforts to incorporate each Chapter in the District of Columbia with a DBA in the respective State.



# Mutual Support and Success

## Support for Achieving Chapter Success

## Strategies

## Progress and Resources

- NIGP resources are designed to support Chapters in achieving success and positive impacts on the profession (22)
- Every 3 years, the Chapter leadership, NIGP staff, and Chapter Ambassadors meet to identify mutually agreed strategies and related goals that benefit the Chapter members (22)
- Chapter leadership, NIGP staff, and Chapter Ambassadors meet informally on a periodic basis to assess progress towards goals and determine whether additional NIGP resources are helpful. (22)

## Branding

### Incorporation of NIGP and/or Logo into Chapter Logo

- Chapters incorporate NIGP name and/or NIGP logo into the Chapter logo (26)
- NIGP provides standard templates by Jun 30, 2021(26A)
- Chapter chooses its best options by Sep 30, 2021(26B)
- NIGP finalizes artwork and Chapter begins utilizing the new artwork by January 1, 2022 (26C)
- NIGP offers branding and technical assistance if the Chapter desires a new logo (26D)
- Chapter incorporates NIGP name and logo in new collateral materials (January 1, 2022) (27)

## Branding

New Collateral

Future NIGP Logo  
Revisions

Rights of Approval

- Chapter incorporates NIGP name and logo in new collateral materials (January 1, 2022) (27)
- If NIGP revises its logo, Chapter updates its social media platforms, Website, and new collateral materials within 6 months after notification (28)
- NIGP has right of prior approval if a Chapter executes an agreement that requires use of the NIGP brand (5)
- Sponsorships, program operations, goods and services that support business are excluded (5)

## Affiliations

### No Formal Affiliations with Other Associations

- NIGP charters Chapters to further the mission of NIGP at a regional or local level through a connected brand, reputation and resources.
- Chapters will not execute affiliation agreements with other procurement/ contracting/ supply management associations when such agreements include the NIGP or Chapter brand (10)





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# QUESTIONS

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**NIGP**

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Practice Clarifications  
within the Operating  
Framework

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## Governing Documents

### Alignment with the Framework

- If provisions in this Agreement (current or revised in the future) requires modification of the Chapter's Articles or Bylaws, this activity shall be completed within 12 months (13)

Mutual  
Activities

Mutual  
Support

Content  
Development

Chapter Hosted  
Education

Chapter Developed  
Education

- NIGP discovers, researches and develops relevant public procurement content structured as professional development offerings that are sponsored by Chapters (17)
- Chapters are strongly encouraged to host NIGP-produced educational programs (18)
- NIGP shares a percentage of gross revenues with the hosting Chapter. (18)
- Chapters are encouraged to create and deliver offerings tailored to local requirements (19)
- Chapters can seek non-NIGP providers to create this content in the members' best interests (19)



Mutual  
Activities

Mutual  
Support

## Event Coordination

## Member Recruitment and Retention

- The scheduling of NIGP-produced events that impact a Chapter's territory will be coordinated with the Chapter; the Chapter promotes the event (20)
- NIGP and Chapters share a responsibility for attracting new members and retaining current members (21)
- NIGP may offer financial incentives to Chapters that meet member goals. (21)

## NIGP's Commitment to Chapters



### NIGP Services Provided to Chapters

- Access to NIGP staff dedicated to Chapter development/relationships (23A)
- Consultative services to achieve customized goals (23B)
- NIGP educational programs delivered to Chapters with administrative support and revenue share (23C)
- Ongoing Leadership development (23D)
- Online Resource Guide (23E)
- Chapter Ambassador network as an ongoing resource for Chapters to include Chapter visits, communication links, Chapter promotions, resources, and liaison relationship (23F)



## NIGP Services Provided to Chapters (Continued)



## NIGP's Commitment to Chapters

- Periodic conference calls to communicate updates and engage leaders (23G)
- Annual recognition and awards programs (23H)
- Performance Standards program that publicly recognizes Chapters for exceptional performance (23I)
- General liability insurance (no cost) (23J)
- Optional group exemption (US tax-exempt status) (23K)
- Financial and administrative support (23L)

# Licensing and Intellectual Property Rights

Member Records

Charter Revocation

- NIGP shares member records with Chapters for cross-marketing if requested; records are confidential and cannot be disseminated to any third party with expressed prior approval from NIGP (30)
- Upon Charter revocation or termination, rights to use IP are terminated but Chapter's obligation to protect NIGP's IP continues (31)

# Membership

## Membership Rights

## Chapter Officers Hold Membership in NIGP

- Membership between NIGP and Chapters is not automatic. Members must separately join NIGP and/or a Chapter in order to receive member rights and benefits. (34)
- The Chapter President, Vice President and either the Secretary or Treasurer must hold membership in NIGP (35)



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QUESTIONS

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Sections in the  
Operating Framework  
that are a continuation

## Legal Structure

### NIGP

Parties are Not  
Agents to Each  
Other

- Incorporated in Wisconsin (1)
- 501(c)(3) not-for-profit tax status (1)
- Governing Board sets policies and practices (1)
  
- NIGP and Chapters are not joint ventures or partners (3)
- No rights to obligate or bind each other (3)

# Legal Structure

## Chapter Legal Status

## Chapter Authority

- Chapters have complete power and responsibilities over its assets and liabilities (4)
- No financial obligations of NIGP and Chapters are inferred or implied; NIGP and Chapters can enter into contracts with each other (4)
- Chapter's Board has full accountability to establish and enforce practices (6)
- Chapter remains in good standing with all legal requirements including its corporate and tax status (6)

# The Charter



## Approvals

## Non-Exclusive Territory

## Revocation

- NIGP grants a Chapter Charter and approves the Charter and the Chapter's Articles of Incorporation and ByLaws (7)
- Charter identifies the non-exclusive territory to be served (8)
- NIGP provides prior notice, when possible, if another potential chapter wishes to charter within or near an existing Chapter (9)
- NIGP's Member Council has the right to grant and revoke charters (11)
- Due Process and appeals are provided (38)



# Fiduciary Responsibilities

## Governance Modifications

## Legal Compliance

## Financial Compliance

## Records

- NIGP shall review modifications to the Chapter's Articles or ByLaws for conformance with NIGP ByLaws and policies (12)
- NIGP and Chapters operate in full compliance with laws, regulations, legal standards consistent with NIGP's policy standards (14)
- NIGP and Chapters operate in a financially sound and prudent manner that is transparent (15)
- Chapters maintain pertinent financial and corporate records (16)

# Licensing and Intellectual Property Rights

## License to Use Brands

## IP Exclusive Rights

- NIGP grants Chapters the use of the NIGP name, logo, marks (24)
- Chapters grant NIGP the use of the Chapter name, logo, marks (25)
- NIGP and Chapters retain their sole and exclusive rights to their intellectual property (29)

# Reporting

## Submission of Reports to NIGP and Governments

## Annual Reporting Forms

- Chapters submit timely reports required in NIGP ByLaws and policies and as required by governmental entities (32)
- Chapters complete NIGP's annual reporting forms within 60 days (33)



## Indemnification

## Disputes

## Revocation

## Miscellaneous

- Each party agrees to hold the other harmless. (36)
- Informal disputes are addressed by the NIGP Member Council (37)
- The laws of Virginia govern all legal matters. (37)
- NIGP has rights to suspend or revoke a Chapter Charter for non-compliance (38)
- Due process is provided by the Member Council (38)
- A Member Council decision can be appealed to the NIGP Governing Board whose decision is final (38)



## Effective Period

- Effective upon date of last signature (39)
- Agreement is evergreen (39)
- NIGP and a Chapter can mutually agree to terminate the Agreement in their best interests (39)

## Effective Term

## Entirety, Amendments, Waivers

- Agreement constitutes entire agreement and replaces all prior agreements (40)
- Amendment requires mutual agreement in writing (40)
- Waivers must be specific to an instance and provided in writing (40)

## Severability

- All provisions are severable (41)

# Execution and Important Target Dates

- ✓ Apr 1, 2021–Individualized Agreements distributed
- ✓ Jun 30, 2021–Operational Framework Agreement executed
- ✓ Jun 30, 2021–NIGP provides standard templates for NIGP Name and/or Logo inclusion into Chapter Logo
- ✓ Sep 30, 2021–Chapter selects best option for NIGP name and/or logo inclusion
- ✓ Jan 1, 2022 –Chapter incorporates revised Chapter logo on social media platforms and into new collateral materials
- ✓ Dec 31, 2022 –Complete Legal Incorporation

# Together We Can Strengthen our Chapters , our NIGP and our Profession



**NIGP**



Elevating the profession,  
accelerating your performance.





# Questions/ Comments

Chapter Relations  
Manager



Jennifer Steffan



[jsteffan@nigp.org](mailto:jsteffan@nigp.org)

Chief Executive Officer



Rick Grimm



[rgrimm@nigp.org](mailto:rgrimm@nigp.org)







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