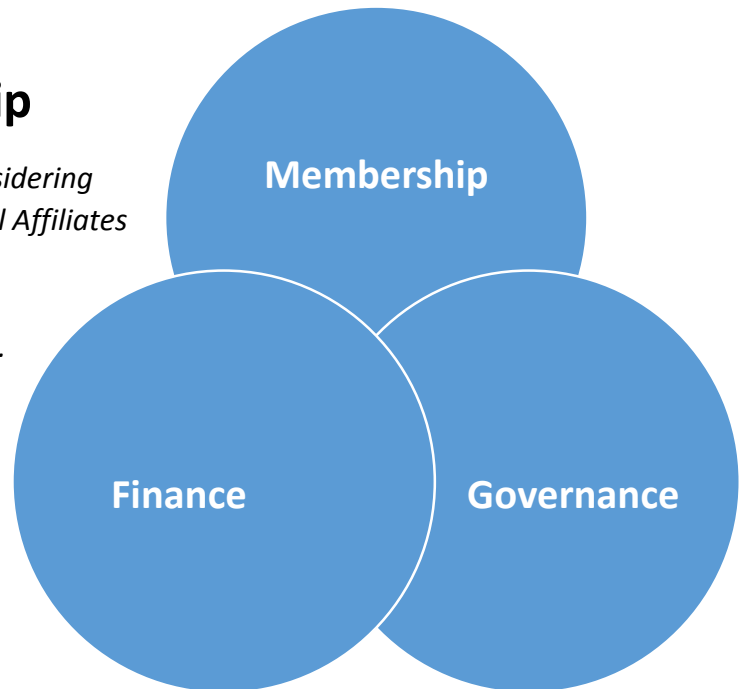


NAEYC Guidance for the Affiliate/Chapter Relationship

This guidance is provided for those Affiliates considering the Chapter model; NAEYC recognizes that not all Affiliates will have Chapter relationships. Portions of this Guidance may be folded into NAEYC Governing Board Policies or Procedures relating to Affiliates.

The Affiliate/Chapter Relationship

The Affiliate/Chapter relationship is based on reciprocal communication, transparency, partnership, and the principles of a high performing, inclusive organization. Policies and procedures governing the Affiliate/Chapter relationship reflect an efficient and effective governance model placing members first. Chapters are an extension of the Affiliate and are seen as key partners in retaining and recruiting members to NAEYC through their grassroots efforts and engagement activities.



This guidance document outlines suggestions for governance, membership, finance, policy, and legal policies and procedures, although this document is not intended to provide legal or financial advice and Affiliates are urged to consult with their legal and finance advisors. Where possible we have linked to current affiliate policies and procedures provided by AEYC Affiliates with Chapters. Thanks to Dianna Wallace, Indiana AEYC, Merrily Haas, Oregon AEYC, Barb Merrill, Iowa AEYC, Kim Tice, Ohio AEYC, Lorie Barnes, North Carolina AEYC, Jodi Askins, Pennsylvania AEYC, Carol Weisheit, Illinois AEYC, and Tracy Gordon, Nebraska AEYC, Jane Pernicone, Cleveland AEYC, Alisa Kapusinski, GOAEYC, and Missouri AEYC for their time and expertise in reviewing and contributing to this document.

Readers Note: Samples, templates, and other documents supplied by Affiliates are only suggestions. Each Affiliate will need to determine its own policies and procedures in concert with its Chapters.

Membership

The NAEYC Board outlined a powerful commitment to members in the [Strategic Direction](#). Aligned to the strategic direction, the NAEYC Board has set an aggressive measure—to double membership in five years. It requires new thinking by all of us; National, Affiliates, and Chapters while working together to achieve the desired results in membership growth and retention. The new structure is based on member choice and enhanced member experiences.

Members may join the Affiliate of their choice without geographic limitations and enjoy all member engagement opportunities within their Affiliate and throughout its Chapter network. Keep in mind that Affiliates have members, and that Chapters are an extension of the Affiliate and offer additional member experiences, not separate membership categories. Members join the Affiliate which can also include smaller, grassroots Chapters. Members are aware of and participate in a wide-range of events and activities sponsored by any of the Affiliate Chapters. Many will view the closest geographical Chapter as their local home.

Scenario Example

The Apple AEYC (AAEYC) Affiliate is organized with a three Chapter network. Each Chapter of AAEYC provides at least one unique member experience; the Blue Chapter of AAEYC is well-known for their Director's Network, the Yellow Chapter of AAEYC hosts an excellent annual conference, and the Green Chapter of AAEYC has established a thriving mentoring program. A member of AAEYC should be able to participate in any of these opportunities based on their interest and willingness to travel. Virtual Chapter activities can add to the Affiliate member experience without requiring travel.

The new structure expands the definition of member experiences to include all of the member events and activities throughout the Affiliate and its Chapter network.

National's Commitments

NAEYC will maintain the member database and [plans to] implement a new AMS, association management system, and will continue to serve as the central dues collecting agent for Affiliates, remitting bi-monthly dues payments to Affiliates through direct deposit. Affiliates will participate in a coordinated member recruitment and retention program with support and technical assistance from NAEYC staff.

Affiliates will receive regular membership reports and lists of new, renewing, and expiring members. There will also be additional information in a new charter agreement which will define the relationship between National and Affiliates. Affiliates are encouraged to develop a similar charter or chapter agreement to govern the relationship with Chapters.

More detailed information will be outlined in the NAEYC Board affiliate policies and procedures.

Member Data

- a. Affiliates can access their member database through National (other methods may also be available). Affiliates may provide member contact information to Chapters for purposes of notices of upcoming events, activities, professional development opportunities, etc., adhering to all privacy requirements recommended by National. For example, Indiana AEYC sends member data directly to their Chapters and provides

annual training on how to use the data to drive Affiliate membership retention and growth.

- b. Affiliates can access member demographics and contact information, account receivables and dues information from National.
- c. National will track membership for Affiliates and maintain a system that identifies and Affiliate's Chapter(s).
- d. Affiliates will upload and maintain current online board rosters and conferences to the National website.
- e. Affiliates will be expected to regularly provide National with an updated list of all active and any inactive Chapters.
- f. Affiliates will be expected to maintain accurate membership information on their websites and in print material regarding how to join, benefits, and dues as outlined in National policies and procedures.

Member Engagement and Satisfaction

- a. Enhanced member experiences are defined as multiple opportunities for members and potential members to participate in meaningful activities and events. Maintaining already successful member events and activities is only one part of growing and retaining members. Affiliates and Chapters are encouraged to consider the following when planning for high quality member engagement activities;
 - i. Location, location, location. Ensure events take place in throughout your community. Change where you typically meet. Go to where your potential members work and live.
 - ii. Invite young professionals, students, and non-traditional members to help plan events. Check out [Sarah Sladek's materials on millennials](#).
 - iii. Check out great new ideas for [Chapter Leaders](#) on Cynthia D'Amour's Chapter Leader's 2.0 Blog!
 - iv. Take a risk and try something new
 - v. Ask members for their feedback on every event and activity. Use their comments to improve each member engagement activity in the future.
 - vi. Broaden your scope – if you currently only host a conference and a WOYC activity, consider trying some of the ideas found in the Member Engagement and Satisfaction section
- b. Affiliates may consider a unified or central approach to measure the member experience by providing Chapters with a format to collect data, or by routinely surveying membership engagement including Chapter events and activities. Affiliates share the results with Chapter leadership to inform their planning.
- c. Affiliates expand the opportunity for member engagement activities and events by promoting Chapter network activities through their website, e-newsletter, etc.,

providing their members with a broad range of robust member engagement opportunities.

- d. Affiliates market Chapter activities and events as they are an extension of the Affiliate itself. When Chapters are successful the Affiliate is successful.
- e. National's marketing department includes information (services and engagement opportunities) about chapters as associated with their Affiliate.
- f. Chapters participate in member recruitment and retention campaigns through their Affiliate and as coordinated by National.
- g. Chapters create and host meaningful and engaging member experiences within the Affiliate member service delivery area.
- h. Chapters enhance the member experience through localized networking and activities. Some ideas to consider;
 - Lots of variations on local book clubs, study groups, coffee clutches
 - Local awards and scholarships
 - Informal networking
 - Social--hiking, running groups
 - Local/regional political activity--ECE messages in city council, county supervisor, school board races.
 - Mentoring/career development
 - Professional development opportunities
 - Week of the Young Child celebrations
 - Director or teacher networks

Governance

Chapter Agreements/Policies and Procedures

- a. Affiliates are encouraged to establish policies and procedures through a "Chapter Agreement" between the Affiliate and the Chapter. This agreement usually outlines the roles and responsibilities of both parties, legal compliance and reporting requirements, termination clause, etc. [Ohio AEYC Chapter Agreement](#). Affiliates and Chapters reach mutual agreement on all policies and procedures governing all aspects of the relationship between the Affiliate and Chapter. [[Indiana AEYC Chapter Policies and Procedures](#)]
- b. Chapters may be organized as a committee, workgroup, leadership team, etc. It is not necessary for Chapters to have an elected board or be an incorporated entity. *Remember the intent of the new affiliate structure is to simplify governance responsibilities.*

- c. Chapters organized as a formal board would likely follow Affiliate policies and procedures regarding the nomination and election of officers, ensuring a diverse and inclusive process and slate.
- d. How a Chapter is organized should be agreed upon by both the Affiliate and the Chapter.
- e. Affiliates may require a minimum number of members to serve on the Chapter committee, workgroup, or leadership team. Nebraska AEYC requires a minimum number of eight, North Carolina requires ten, and Indiana fifteen.
- f. Affiliates demonstrate the capacity to provide the necessary communication, support, and technical assistance to Chapters. Oregon AEYC meets quarterly for business, but also provides professional and leadership development to their Chapter leadership.
- g. Affiliates are expected to include Chapter activities in their annual report to National.
- h. Affiliates may require Chapters to submit an annual action plan containing a calendar of events and activities including a proposed budget. An annual report or summary of activities highlights Chapter success stories. [See the example found in [Nebraska Chapter Bylaws, Guidelines, Reports](#), and [Indiana's Chapter Quarterly Report Calendar](#)]
- i. Affiliates develop a reciprocal communication plan to engage Chapter leadership. Affiliates will establish a forum to share, network, and plan. Colorado, Indiana, Ohio, and Oregon have established Leadership Councils or Chapter Representation on their Affiliate board. [[Indiana Chapter Representative Job Description](#)]
- j. Affiliates may develop a "Chapter Benefits" plan outlining the available services and opportunities for chapters. [[Ohio's Chapter Benefit Sheet](#)] Affiliates are encouraged to develop a leadership plan to recruit and support emerging Chapter leadership.
- k. Current affiliates are not required to dissolve their nonprofit corporate status or relinquish their federal and/or state tax exemptions when they become a Chapter of an Affiliate.
- l. Affiliates provide appropriate, basic liability coverage for Chapters within agreed upon Affiliate policies and procedures.

Finance

Funding Chapters

- a. Affiliates and Chapters must be resourced and positioned in the new structure to provide the highest level of member services, benefits, and engagement opportunities. The member experience should be robust and meaningful.
- b. Resourced is defined as adequate funding to create a value proposition for members that aligns with the goals of the affiliate and NAEYC. See the section on Member Engagement and Satisfaction on page three item (d.). Consideration must be given to a reasonable funding stream to allow for growth and expansion throughout the Chapter network of an Affiliate. Remember that the new Affiliate structure assumes significant

growth in membership numbers. Resources can come from a variety of funding streams including membership, corporate and foundation grants, individual donors, fee for service, etc.

- c. Member dues are based on a standardized dues formula approved by the NAEYC Board as tied to new member categories. *We anticipate that the NAEYC Board will approve new member categories and standardized dues at their April 2016 meeting.*
- d. Affiliates receive dues bimonthly from National through direct deposit only.
- e. Chapters do not charge or receive dues, but can be funded/resourced in various ways.
- f. Affiliates are encouraged to develop policies and procedures governing the financial relationship between the Affiliate and Chapter. These policies should provide the right checks and balances to ensure the financial integrity of the Affiliate. For example, Indiana AEYC requires all Chapter financial accounts to have three authorized signatures of which one is either the Indiana AEYC Executive Director or President.
- g. Financial policies should include required reporting and accountability procedures for audit and tax purposes including the 990 federal reporting process. [Sample policies from [Indiana](#) and [Virginia ECE](#)]
- h. How funds are allocated is a critically important decision. Consideration should be given to the Affiliate administrative costs associated with supporting a Chapter or Chapter network. The Affiliate may establish set services it provides to a Chapter such as managing member data, promoting Chapter activities in their newsletter or website, member retention and recruitment plans, etc.
- i. Affiliates identify funding strategies, within the agreed upon Affiliate policies and may include: grants, by per capita (a dollar amount per member is determined as a funding mechanism), a line item in the Affiliate's approved annual budget, reimbursement of expenses with appropriate documentation, etc.
- j. Affiliates may offer a variety of ways for Chapters to request funds. For example, a local Affiliate in Connecticut directed their remaining funds (in accordance with their bylaws) to the Connecticut State Affiliate. In turn, the State Affiliate created a new budget line item allowing Chapter leadership to draw down or to request funds specifically from this line item. [[Request for Funds – Ohio AEYC](#), [NC Request for Startup Funds – see p.7](#)]
- k. Chapters may hold their own checking accounts within the agreed upon Affiliate policies and procedures to include routine financial statements delivered to the Affiliate and any required participation in the Affiliate's audit process.
- l. Affiliates may serve as the fiscal agent for Chapters. A "fiscal agent" is defined as an organization that acts on behalf of another party performing various financial duties. [Models found in policies from our [Indiana](#) and [Nebraska](#) Affiliates].
- m. Chapters may charge fees for activities, events, and products within the agreed upon Affiliate policies and procedures. Chapters may offer a member discount to events and activities within the agreed upon Affiliate policies and procedures. Member discounts should be standardized for the Affiliate and Chapters.

- n. Chapters may hire contract services or employ staff within the agreed upon Affiliate policies. Policies to consider include managing payroll and consultant contracts, benefit and retirement packages, performance reviews, and tax liabilities. Affiliates may instead opt to provide these services or a percentage of their staff or contract service time to Chapters. Examples include; email blast/communiques to Affiliate members promoting Chapter activities and events, conference and meeting planning, formatting and publishing of newsletters and flyers, registration services for conferences and events, filing local, state, and federal nonprofit reports, etc. Affiliates may establish a fee for service for these and other administrative services as outlined in Affiliate policies and subsequent chapter or charter agreements.

Chapter Name and Identity

- a. The new Affiliate structure is designed to create a cohesive connection among and between Affiliates and National.
- b. Chapter branding (including logos) align to National guidelines and within Affiliate policies.

Policy and Electoral Advocacy

- a. Affiliates routinely engage Chapters in allowable electoral advocacy efforts, coordinating any effort to ensure a single policy voice for the Affiliate and where applicable within the Affiliate’s service delivery area.

Summary

In 2014 we published [Association Trends and Best Practices for Component Relations and Structure](#). It is worth noting key findings in this report influenced the design and intent of the new affiliate structure with an emphasis on local member engagement.

Nimble associations are streamlining their governance structures and increasing the flexibility of their volunteer opportunities to boost participation and engagement of current members and to attract new members.

The ideal focus is on identifying what has to happen at the local level and then developing the structure that will get the job done. It’s form following function.

Many associations have moved toward simpler structures, paring down the number of components, committees, and sections and replacing standing entities with more ad hoc short-term bodies, tightly focused on explicit initiatives. These “cleaner,” more adaptive forms give rise to relevant, nimble, and strategic processes more responsive to shifts in professional environments—and better able to accommodate the demands of members’ busier work lives. Affiliate and Chapter relations are... the pulse on whether or not an organization has a healthy relationship with its members. Individuals no longer join an association because it is expected

as a professional; they want to know that they are spending their money on something that will be of value to them. Affiliates [and Chapters] have to develop a model that shows value for the membership dollar just as urgently as a national or international association.

Affiliates and Chapters are critically important partners with National in the new structure. They provide local opportunities to engage members and potential members at the grassroots level. Chapters are where people show up and participate in social and professional events, share their common values and beliefs, offer support and resources to each other. Chapters can grow leaders in uniquely, significant, localized ways.

Today, Affiliate boards are uniquely poised to join National in reimagining the future of our Association. It requires new thinking by all of us; National, Affiliates, and Chapters while we work together to double our membership by 2020. We welcome your partnership as we create this new reality together!

Please direct questions to Gwen Simmons, Senior Director of Affiliate Relations at gsimmons@naeyc.org

Please visit our new website, [Transitioning to the New Affiliate Structure: Resources for NAEYC Affiliates](#), for sample policies, forms, job descriptions and more. Check back often as new resources and templates continue to be added.