



QUICK REFERENCE MANUAL

2022/2023



MISSION

To advocate for, educate
and connect leaders in
the building industry.

-and-

VISION

Business transformed
through marketing
leadership.



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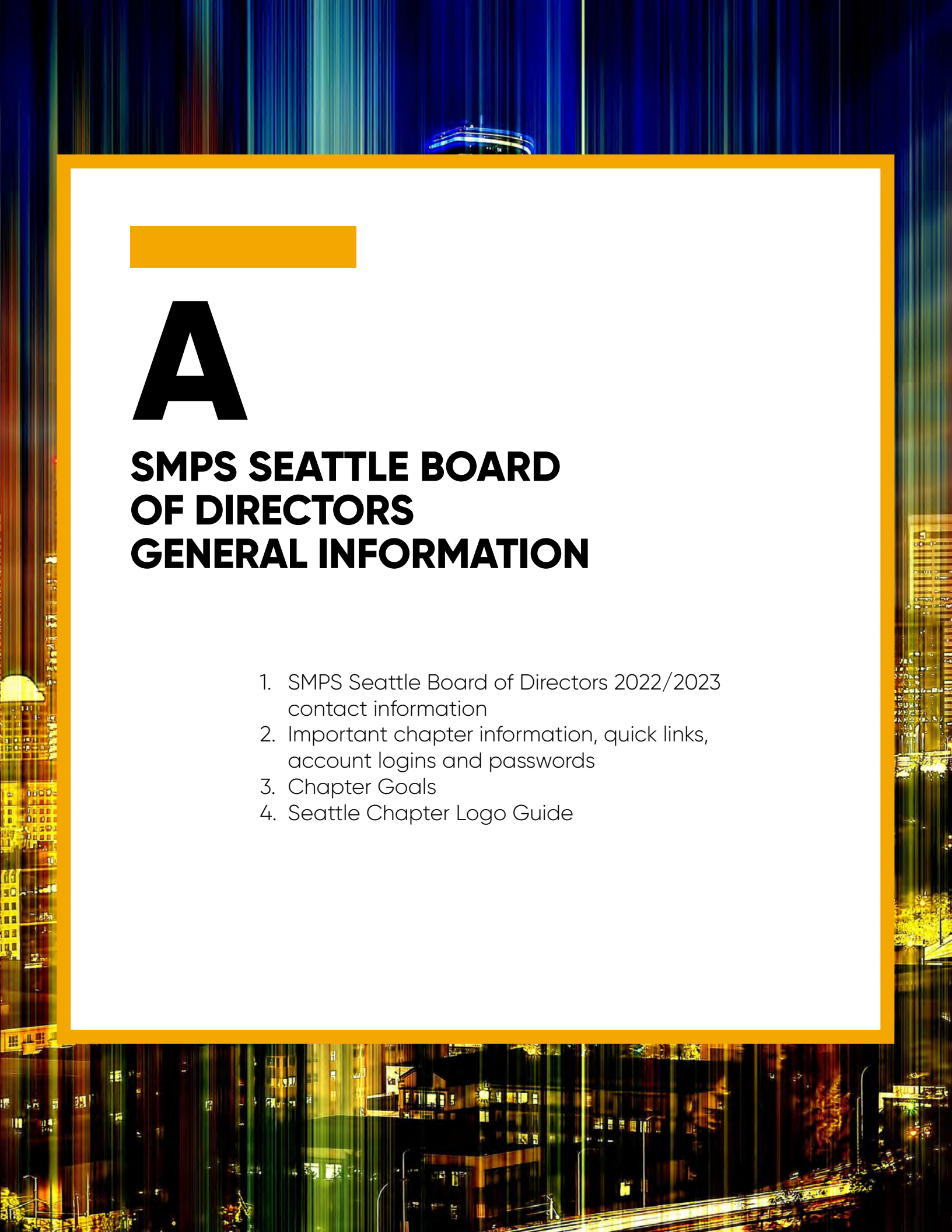
ABOUT SMPS

The only marketing association dedicated to the A/E/C industry, the Society for Marketing Professional Services (SMPS) was created in 1973 by a group of firm leaders who recognized the need to sharpen skills, pool resources, and work together to build their businesses.

Today, SMPS represents a dynamic network of marketing and business development professionals working to secure profitable business relationships for architectural, engineering, planning, interior design, construction, and specialty consulting firms in the United States and Canada. The Society and its chapters benefit from the support of 3,700 A/E/C firms, encompassing 80% of the Engineering News-Record Top 500 Design Firms and Top 400 Contractors. Companies can tap into SMPS's powerful network to form teams, secure business referrals and intelligence, and benchmark performance.

Learn more at [**www.smeps.org**](http://www.smeps.org).





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SMPS SEATTLE BOARD OF DIRECTORS GENERAL INFORMATION

1. SMPS Seattle Board of Directors 2022/2023 contact information
2. Important chapter information, quick links, account logins and passwords
3. Chapter Goals
4. Seattle Chapter Logo Guide

1. SMPS SEATTLE BOARD OF DIRECTORS 2022-2023

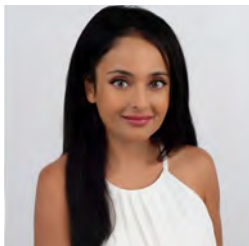
CONTACT INFORMATION

A



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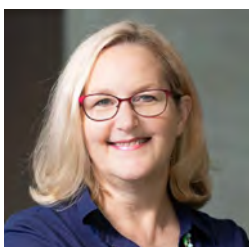
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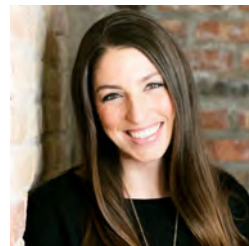
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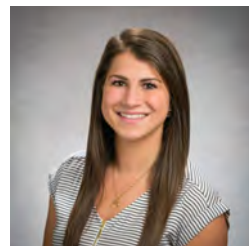
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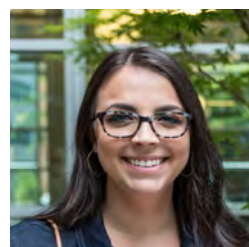
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2. IMPORTANT CHAPTER INFORMATION, QUICK LINKS, ACCOUNT LOGINS, AND PASSWORDS

A

ADDRESS

SMPS SEATTLE CHAPTER
c/o Jessica Congdon
3400A NW Market St.
Seattle, WA 98107

CHAPTER WEBSITE

www.smpsseattle.org

TAX ID

91-1289881

UBI

601 299 003

ORGANIZATION TYPE

501 (c) 6

QUICK LINKS

CHAPTER HANDBOOK

<https://app.box.com/s/d5oglf466k71us23w85678uakrqla15>

HOW-TOS

<https://app.box.com/s/8iwgm8oagqgxz66bf0p0bn4fp1er52rp>

BEST PRACTICES

<https://app.box.com/s/2bpx860cmiligb9nfl0o6cdteinmzfsfw>

VOLUNTEER SPREADSHEET

<https://app.box.com/s/r1964tq0my4xl6ombf9wev65woynl6ht>

ACCOUNT LOGINS/PASSWORDS (UNTIL 10/1) GMAIL

Address: seattle.smps@gmail.com

Password: Marketers*Unplugged93*!

BOX.COM

<https://account.box.com/login>

User: seattle.smps@gmail.com

Password: SMPS*Come*As*You*Are*2022

STARCHAPTER

Username: Admin

Password: 40YearsWithSMPSSeattle2022

ZOOM

Username: seattle.smps@gmail.com

Password: NevermindSMPS2022

Annual Pro plan subscription paid 4/10/20

AIRMEET

User: seattle.smps@gmail.com

Password: WelcomeToAberdeen2022

SLACK

www.smpsseattle.slack.com

Users maintain individual accounts and passwords

ROUNDTABLE SLACK

www.smpsseattle-rt.slack.com

Admin email: seattle.smps@gmail.com

Admin password: SMPSeyesontheprize2020
NOTE: This admin login is connected to our Gmail account in case we need "emergency" access to grant owner/admin status to another user.

Users maintain individual accounts and passwords

2. IMPORTANT CHAPTER INFORMATION, QUICK LINKS, ACCOUNT LOGINS, AND PASSWORDS (CONTINUED)

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BILLHIGHWAY

Individual usernames and passwords

AMERICAN GREETINGS.COM

Started Oct 2020, good for 2 years (thru Nov 2022)

seattle.smps@gmail.com

FACEBOOK:

"Like" SMPS Seattle, then an administrator can add you as a content provider

TWITTER:

User: smpsseattle

Password: marketing

INSTAGRAM:

Username: smpsseattle

Password: marketing

LINKEDIN:

Anyone can post to SMPS Seattle feed, contact Stephanie Babb to become an admin. stephanie@tristarteamre.com

YOUTUBE

SMPS Seattle

Login: Seattle.SMPS@gmail.com

Password: Marketers*Unplugged93*!

Channel: <https://www.youtube.com/channel/UCe8iMNoSr3zPJKjFbzBXQ2g>

MYSMPS

All BOD have individual logins through SMPS.org

SMPS STORE

www.shopsmps.org

3. CHAPTER GOALS


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GOALS FROM THE 2020-2021 3-YEAR STRATEGIC PLAN

- 1. RAISE SMPS SEATTLE AWARENESS**
- 2. MAINTAIN RECURRING SPONSORS**
- 3. PRODUCE EXCEPTIONAL EVENTS**
- 4. GIVE BACK TO OUR COMMUNITY**
- 5. COLLABORATE WITH OTHER CHAPTERS IN DELIVERING EDUCATIONAL CONTENT**
- 6. SERVE AS A RESOURCE FOR EXPLORING EMERGING AEC MARKETING TECHNOLOGY**
- 7. RECRUIT & ENGAGE VOLUNTEERS TO DELIVER CHAPTER DEI INITIATIVES**

4. SEATTLE CHAPTER LOGO GUIDE



Seattle Chapter Logo Guide

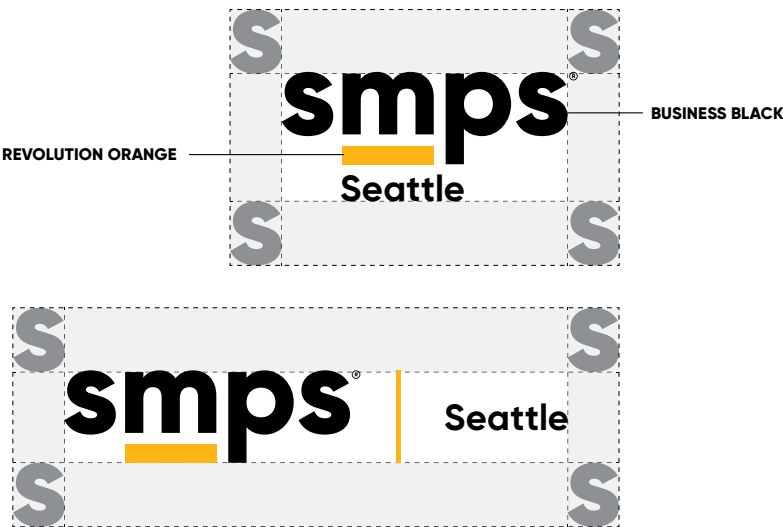
The SMPS logo is at the core of our visual identity, and should always be used consistently. The following guidelines will help you determine which version of the logo to use, how to measure logo clearance, and how to use our color palette and typography system.

Logo	COLOR	WHITE	BLACK
PRIMARY Primary logo should be used whenever possible. The SMPS portion of the logo should be no smaller than .75" width.			
SECONDARY (LOCKUP) The secondary lockup should be used sparingly, limited to narrow horizontal applications such as your chapter's website header. The SMPS portion of the logo should be no smaller than .75" width.			

Clearance

WHITE SPACE

Always have the proper amount of breathing room to ensure maximum legibility. This can be achieved by using the dimensions of the 's'.



4. SEATTLE CHAPTER LOGO GUIDE

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Color Palette

PMS

PMS (spot) colors should be used when printing spot colors.

CMYK

CMYK builds should be used for digital and process printing.

RGB

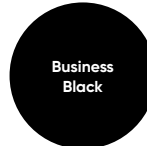
RGB builds should be used for on-screen applications (e.g. PowerPoint presentations).

HEX

HEX builds should be used for web.



PMS 130C
CMYK 0,32,100,0
RGB 244,167,28
HEX F4A71C



PMS Process Black
CMYK 0,0,0,100
RGB 35,31,32
HEX 231F20



DARK GRAY
PMS COOL GRAY 7
CMYK 44,35,35,1
RGB 149,152,154
HEX 95989A



LIGHT GRAY
PMS 427C
CMYK 5,3,5,11
RGB 211,212,211
HEX D3D4D3



WHITE
PMS NONE
CMYK 0,0,0,0
RGB 255,255,255
HEX FFFFFFFF

SECONDARY PALETTE



LIGHT BLUE
PMS 2985C
CMYK 62,0,8,0
RGB 85,197,229
HEX 55C5E5



LIGHT GREEN
PMS 360C
CMYK 63,0,84,0
RGB 104,190,90
HEX 68BE5A



DARK BLUE
PMS 2766C
CMYK 86,83,9,45
RGB 24,35,83
HEX 182353



DARK GREEN
PMS 364C
CMYK 71,5,100,45
RGB 53,113,50
HEX 357132

Typography

GILROY BOLD AND EXTRABOLD

The Gilroy Bold and Gilroy ExtraBold are the sans-serif fonts, they should be used for subheads and text labels. ExtraBold should not be used at 9pt or smaller.

Aa abcdefghijklmnopqrstuvwxyz
ABCDEFGH1234567890{}|!@\$

GOTHAM NARROW ULTRA

The Gotham Narrow Ultra font should be used for headlines.

Aa abcdefghijklmnopqrstuvwxyz
ABCDEFGH1234567890{}|!@\$

GEORGIA REGULAR

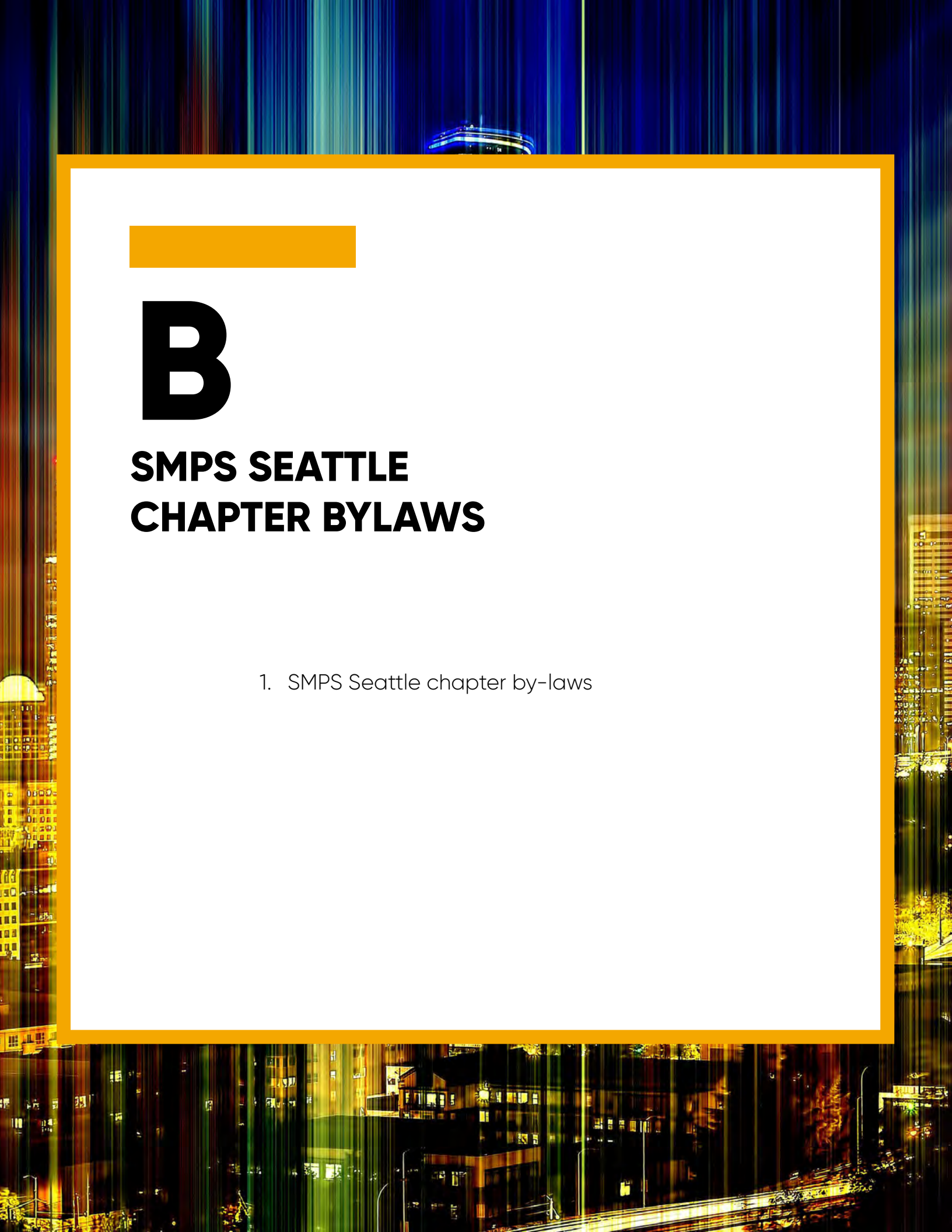
The Georgia Regular is our serif font, and should be used for body copy.

Aa abcdefghijklmnopqrstuvwxyz
ABCDEFGH1234567890{}|!@\$

Questions on logo usage?

Contact: Josh Miles | **Email:** josh@smpls.org

If you need an HQ version of the SMPS logo, please do not try to modify your chapter logo. Visit MySMPS to download the appropriate file.



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SMPS SEATTLE CHAPTER BYLAWS

1. SMPS Seattle chapter by-laws

1. SMPS SEATTLE CHAPTER BYLAWS

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BYLAWS **Seattle Chapter** **The Society for Marketing Professional Services**

ARTICLE I – NAME

1.1. Name. The name of this not-for-profit corporation is THE SEATTLE CHAPTER, SOCIETY FOR MARKETING PROFESSIONAL SERVICES. It is hereinafter referred to in these bylaws as the Chapter. The national society is hereinafter referred to as the Society.

ARTICLE II – PURPOSES

2.1. Purpose. The purpose of the Chapter is to promote the professional and educational advancement of persons engaged in marketing professional services to the built and natural environment.

ARTICLE III – MEMBERSHIP

3.1. Eligibility. Membership in the Society shall be available to all persons having an interest in marketing professional services in the built and natural environment, and who recognize and comply with the Society's Articles of Incorporation, Bylaws, and Standards and Ethics. Membership in the Society is required for Chapter membership, and Chapter membership is automatic upon obtaining membership in the Society.

3.2. Categories. Membership categories are regular, student, distinguished life, and emeritus.

3.2.1. Regular membership in the Society is available to any individual who is engaged in marketing and business development for a firm that provides professional services involving the design, evaluation, legal, financial, and/or management processes required for creating and/or changing the built or natural environment; or any individual who provides services to such firms.

3.2.2. Student membership in the Society if available to individuals enrolled in a full-time study program (12 credit hours or more) at an accredited post-secondary institution.

3.2.3. Distinguished Life membership in the Society is automatically awarded to each President of the Society upon completion of his or her term of office. In addition, the Board of Directors may award Distinguished Life membership to other individuals who have made extraordinary contributions toward enabling the Society to accomplish its purposes and goals. Distinguished Life members shall be exempt from payment of membership dues.

3.2.4. Emeritus membership in the Society is available to any regular member in good standing who is retired and who has been an active member of SMPS for a minimum of 15 years, upon application certifying that these requirements are met and upon payment of reduced annual dues as established by the Board of Directors. Upon electing this status, an Emeritus member will no longer be eligible to vote or to serve as a member of the Board of Directors.

3.3. Applications. Any individual desiring to become a member of the Society must apply on forms approved and supplied by the Society. Applications must be accompanied by dues and the membership origination fee required for the first year of membership. Applications shall be approved or denied by the Executive Director or his or her designee.

3.4. Voting.

3.4.1. Each Regular and Distinguished Life member shall have one vote in all matters to be voted on by the members. Student members have no voting rights.

3.4.2. Any Regular member who has failed to pay the applicable dues at the time of any Chapter event, including meetings, educational activities and networking events, shall not be

1. SMPS SEATTLE CHAPTER BYLAWS

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entitled to vote. Unless applicable law requires otherwise, any action approved by the affirmative vote of a majority of the members entitled to vote at a meeting at which a quorum of 30 percent are present shall be the acts of the members. Proxy voting shall not be permitted.

3.4.3. All matters to be submitted for a vote by members may be acted upon by written ballot sent by mail, email, or hand delivered, as determined by the Board of Directors.

3.5. Dues.

3.5.1. Each Regular and Student member shall be obligated to annually pay dues in an amount as determined by the Society from time to time. Any member who has failed to pay the applicable dues by the date the membership expires shall be suspended and may not vote. Any member who has failed to pay the applicable dues for a period of sixty (60) days after the date of expiration of their membership term shall be terminated from membership and may not participate in Chapter meetings or activities at the member fee.

3.5.2. Distinguished Life members shall be exempt from annual membership dues.

3.5.3. Upon written request within 60 days by a firm that paid the membership dues for the current year for a member who is no longer affiliated with the firm, the SMPS membership shall be transferred to another person affiliated with the same firm for the remainder of the term at no additional cost. Those whose memberships are transferred by their firms to other individuals may continue their memberships for the remainder of the term at a discounted rate established by the Board of Directors.

3.5.4. Emeritus members shall pay reduced annual dues as established by the Board of Directors.

3.6. Meetings.

3.6.1. Annual Meeting. There shall be an annual meeting of the Chapter to be held at a time and place to be determined by the Board of Directors, to hear reports concerning the conduct of the Chapter's activities and to conduct such other chapter business.

3.6.2. Special Meetings. A special meeting of the Chapter may be called by a majority of the members of the Board of Directors or by written request of at least 30 percent of the Chapter's members. Meetings of members may be held at any place within or outside the State of Washington, and the call for the meeting shall state its purpose or purposes.

3.7. Notice. Written notice of the time and place of the Annual Chapter Meeting or Special Meeting shall be mailed at least thirty (30) and not more than sixty (60) days in advance of the meeting.

3.8. Quorum. Thirty percent of members entitled to vote who are present, in person or by written ballot or electronic, at any Chapter meeting shall constitute a quorum for the transaction of business at any meeting of members, unless a greater proportion is required by applicable law, by the Articles of Incorporation or by these Bylaws.

3.9. Membership List. The officer or agent having charge of membership records of the Chapter shall have available such records at the time and place of a membership meeting for the purpose of inspection by any Member during the whole time of the meeting. Failure to comply with the requirements of this paragraph shall not affect the validity of any action taken at such meeting.

3.10. Termination of Membership. Any member who fails to comply with the Society's Bylaws or with its Standards and Ethics, in effect at the time, may be removed from membership as provided in the Policies and Procedures adopted by the Board of Directors.

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ARTICLE IV – BOARD OF DIRECTORS

4.1. Number. Qualifications. Powers.

4.1.1. The property, affairs, and business of the Chapter shall be managed and controlled by its Board of Directors. The Board of Directors may by general resolution delegate to officers of the Chapter such powers as are provided for in these Bylaws.

4.1.2. The Board of Directors (sometimes referred to as the “board” and individual members thereof referred to as “director” or “directors”) shall consist of the individuals currently serving as the President, the President-Elect, the Secretary, the Treasurer, the Immediate Past President, and up to seven (7) Directors-at-Large.

4.1.3. To be eligible for election as a director, an individual must be a Regular or Distinguished Life member in good standing and has served as a chapter volunteer. No individual may hold more than one directorship at any time.

4.1.4. To be eligible for election as President-Elect, the individual must have served on the Board of Directors for the Seattle Chapter or another SMPS Chapter, or on the National Board of Directors.

4.1.5. To be eligible for election as Treasurer, the individual shall have at least some basic bookkeeping or business management experience.

4.1.6. To be eligible for election as Secretary, the individual shall have strong communication and organization skills.

4.2. Board Member Responsibilities.

4.2.1. President. The president is the principal officer of the chapter exercising general oversight of its affairs and officers.

4.2.2. President-Elect. The president-elect stands ready to fill in for the president in their absence. In addition, the president-elect shall have all the

powers and be subject to the same restrictions as the president. The president-elect assists the president in overseeing the board and serves as an additional resource for all positions and committees.

4.2.3. Secretary. The Secretary shall keep and be responsible for Chapter records, which include minutes for the past meetings, Chapter Management Manual, Chapter Bylaws, Chapter Annual Strategic Plan and Annual Operating Budget, correspondence, committee reports, and other pertinent information.

4.2.4. Treasurer. The Treasurer shall participate in the development of the annual operating budget, oversee the financial integrity of the Chapter, ensure that income receipts are deposited and correctly recorded and that Chapter expenses are tracked, paid and properly recorded, assure the production of financial reports and annual audit, and in general perform all duties incident to the office of Treasurer and such other duties as from time to time may be assigned by the President or Board of Directors.

4.2.5. Immediate Past President. The past president remains on the board in a capacity of advisor and to provide continuity to the new board of directors.

4.2.6. Directors-at-Large. The Directors-at-Large shall be full voting members of the Board of Directors and may be assigned responsibility for the management and oversight of one or more committees or other activities as determined from time to time by the Board.

4.3. Election and Term. All directors shall commence their terms of office on September 1.

4.3.1. The President, President-Elect, and Immediate Past President shall serve as directors by virtue of the office he or she holds. These directors shall serve until they no longer hold their respective offices.

4.3.2. The President-Elect shall be elected at large, shall serve in that office for one year, and shall

1. SMPS SEATTLE CHAPTER BYLAWS

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automatically assume the office of President in the subsequent year. At the end of his/her one-year term, each President shall automatically remain on the Board of Directors for a one-year term as Immediate Past President.

4.3.3. The Secretary and Directors shall each be elected for a one-year term. No more than two consecutive one-year terms shall be held for any of these Board positions by the same individual.

4.3.4. The Treasurer shall be elected for a two-year term in even-numbered years. No more than two consecutive two-year terms shall be held by the same individual.

4.3.5. Nominations. Each spring (note: this could be as late as June 20) the Nominations and Elections Committee shall issue a call for nominations for available positions on the board. Nominations must be made by individuals (self-nominations are allowed). The Nominations and Elections Committee shall give members no fewer than 30 days to submit nominations. All nominations must include the nominee's personal data, verification of eligibility, and a statement outlining the candidate's views on current Chapter issues and special areas of interest.

4.3.5.1. Individual nominations shall be screened and evaluated by the Nominations and Elections Committee according to parameters and procedures established by the board, and a slate of candidates selected that the committee believes represents the best balance for the board.

4.3.6. Balloting. A ballot with the slate of candidates determined by the Nominations and Elections Committee shall be submitted to the membership no later than 30 days after the nominations' deadline. If the ballots are distributed electronically, the deadline for votes shall be 10 days later; if by first class mail, the deadline shall be 20 days later; or if by bulk mail, the deadline shall be 30 days later. Votes will be valid if received electronic transmission, mail, or hand delivered to a member of the board.

4.4. Vacancies. Subject to the qualifications in Section 4.1, all vacancies on the Board of Directors shall be filled by appointment by the President subject to approval by the Board of Directors.

4.5. Removal. A majority of directors currently in office may remove any director who fails to attend (or be represented by a qualified substitute for) two meetings in a row or three meetings within a six-month period, or for other just causes.

4.6. Ineligibility. A director who is no longer a Regular member shall be deemed to have resigned, effective upon the termination or expiration of the membership.

4.7. Resignation. A director may resign from the Board of Directors by written notice to the board. Unless another time is specified in the notice, a director's resignation shall be effective upon receipt by the board, and a resignation as a director shall be deemed to also constitute resignation from office.

4.8. Meetings. The President shall set the time and place of the regular meetings of the board, which shall occur at least 10 times a year. Special meetings of the Board of Directors may be called by either the President or upon written request of one-half of the members of the Board of Directors. The President, or the directors who call the meeting, shall fix the time and place of the special meeting. Meetings of the Board of Directors may be held at any location within or outside the State of Washington. Any director may participate in any meeting of the board by means of a conference telephone or similar communication equipment through which all persons participating in the meeting can hear each other. Participation in a meeting pursuant to this provision shall constitute presence in person at the meeting.

4.9. Notice. Notice of time and place of each meeting of the Board of Directors shall be given at least fourteen (14) days prior to the date of a regular meeting and at least seven (7) days prior to the date of a special meeting. Notice shall be

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in writing and delivered personally, by mail, email, or by telephone. If mailed, such notice shall be deemed to be delivered when deposited in the United States mail, postage prepaid, addressed to the designated director at such director's most recent address. If notice is given by telephone, it shall be deemed delivered when the director who is contacted has been spoken with directly. The business to be transacted at any special meeting of the Board of Directors must be specified in the notice of such a meeting.

4.10. Quorum. The presence of a majority of the members of the Board of Directors shall constitute a quorum for the transaction of business at any meeting of the board, unless a greater proportion is required by applicable law or by these Bylaws.

4.11. Voting. The act of a majority of the directors present at a meeting at which a quorum is present shall be the act of the Board of Directors, unless the act of a greater number is required by law or by these Bylaws. Any action that may be taken at a meeting of the directors may be taken without a meeting if a consent or consents to such action shall be signed by all the directors then in office and filed with the Secretary of the Chapter.

4.12. Conflict of Interest. Any possible conflict of interest on the part of a director shall be disclosed to the Board of Directors and made a matter of record. Any director having any possible conflict of interest on a matter shall not vote on such a matter. Such director may, however, be counted in determining a quorum for the meeting at which the matter is voted upon and may state a position on such matter and provide information that may be of value to the board in its deliberations.

4.13. Limitation of Liability. A director of the Chapter shall not be personally liable, as such, for monetary damages (including, without limitation, any judgment amount paid in settlement, penalty, punitive damages or expense of any nature including, without limitation, attorney's fees and disbursements) for any action taken, or any failure to take any action, unless:

4.13.1. The director has breached or failed to perform the duties of his or her office under the Articles of Incorporation; or Bylaws of the Chapter or the Society; or under relevant Missouri Statutes; and

4.13.2. The breach or failure to perform constitutes self-dealing, willful misconduct or recklessness.

4.13.3. These provisions shall not apply to the responsibility or liability of a director pursuant to any criminal statute, or the liability of a director for the payment of taxes pursuant to local, state or federal law.

ARTICLE V – OFFICERS

5.1. Officers; Election. The officers of the Chapter shall be the President, the President-Elect, the Immediate Past President, the Secretary, and the Treasurer. Only Regular or Distinguished Life members may serve as officers of the Chapter. The President, the President-Elect, the Immediate Past President, and the Secretary shall each hold office for a term of one year and the Treasurer shall hold office for a term of two years, or until their successors are elected and have taken office, provided that the President-Elect shall automatically become President on September 1. No more than one office may be held at one time by the same individual.

5.2. Responsibilities. In addition to other Board responsibilities as described in Article IV, Chapter officers shall be responsible for approving and executing any deed, mortgage, bond, contract, or other instrument authorized by the Board of Directors, except in cases where the signing and execution thereof shall be expressly delegated by the Board of Directors or by these bylaws to another. Signatories to such instruments shall include the President and at least one other officer.

ARTICLE VI – COMMITTEES

6.1. Committees in General

6.1.1. Standing Committees. The board may, by resolution, establish such standing committees as the board deems necessary or desirable ("standing

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committees”), including, without limitation, the Executive Committee, and the Nominations and Elections Committee each as described below. All standing committees shall include at least one director. Membership is required for participation in Chapter committees. The board may delegate such authority to a standing committee as it deems appropriate and is not prohibited by applicable law.

6.1.2. Special Committees. The board may, by resolution, establish one or more special committees (“special committees”) to advise the board or the President in the performance of their duties. No special committee may have or exercise any authority of the board to manage the business and affairs of the Chapter. The chairperson of a special committee shall be appointed by the President subject to board approval and members of the committee shall be appointed by the committee chairperson. All special committees and their members shall serve at the discretion of the board.

6.1.3. Term. Each member of a committee shall continue as such until the next annual Chapter meeting or until a successor is appointed, unless the committee shall be sooner terminated, or unless such member be removed from such committee, or unless such member shall cease to qualify as a member thereof. Any member of a committee may be removed for any or no cause by a majority vote of the directors.

6.1.4. Quorum. Unless otherwise provided in the resolution of the Board of Directors designating a committee, a majority of the whole committee shall constitute a quorum and the act of a majority of the members present at a meeting at which a quorum is present shall be the act of the committee. Meetings of any committee may be called by the chair or by any three members. Each committee may adopt rules for its own governance not inconsistent with these Bylaws or with rules adopted by the Board of Directors.

6.1.5. Vacancies. Vacancies in the membership of any committee may be filled by appointments made in the same manner as provided in the case of the original appointments.

6.2. Executive Committee. The Executive Committee shall consist of the President, President- Elect, Immediate Past President, Secretary and Treasurer, with the President serving as chairperson. The Executive Committee may, subject to the provisions of Section 6.2.1, exercise the powers of the Board of Directors when the board is not in session, reporting any action taken to the board at the board’s succeeding meeting.

6.2.1. The Executive Committee shall not have the authority of the Board of Directors with respect to the following matters:

6.2.1.1. amending, altering or repealing these Bylaws.

6.2.1.2. electing, appointing, or removing any member of the Executive Committee or any director or officer of the Chapter;

6.2.1.3. amending the Articles of Incorporation of the Chapter.

6.2.1.4. adopting a plan of conversion, division or merger, or adopting a plan of consolidation with another corporation;

6.2.1.5. authorizing the sale, lease, exchange or mortgage of all or substantially all of the property and assets of the Chapter;

6.2.1.6. authorizing the voluntary dissolution of the Chapter or revoking proceedings therefore;

6.2.1.7. adopting a plan for the distribution of the assets of the Chapter; and

6.2.1.8. authorizing expenditures in excess of amounts set forth in the annual budget of the Chapter as approved by the Board of Directors.

6.2.2. Meetings of the Executive Committee may be called at any time by the chair of the committee or by any two members of the committee. Written notice of meetings of the Executive Committee shall be given at least seven (7) days before such

1. SMPS SEATTLE CHAPTER BYLAWS

B

meeting. Minutes of all Executive Committee meetings shall be prepared and presented to the Board of Directors within one month of the meeting, and reported at the next meeting of the board.

6.3. Nominations and Election Committee.

6.3.1. The Nominations and Elections Committee shall consist of at least five individuals, each of whom is a member of the Chapter in good standing, and who represents the diverse membership of the Chapter. The chair of the committee shall be the Immediate Past President of the Chapter, who shall appoint the other members, subject to approval of the Board of Directors. In an instance where the past president is not able to fulfill this duty, the president shall appoint a chair of the committee, subject to approval of the board of directors.

6.3.2. The committee shall actively seek nominees and candidates for the Board of Directors, evaluate the eligibility of any nominee or candidate, and conduct all elections for office according to procedures established by the Board of Directors.

ARTICLE VII - ADMINISTRATION OR STAFF

7.1. Administrator. The Board of Directors may employ an individual to serve as an administrator for the Chapter, and shall fix the terms and conditions of such employment or contract.

ARTICLE VIII - DELEGATION OF AUTHORITY

8.1. Delegation of Authority. The Board of Directors may authorize any officer or agent of the Chapter, in addition to the officers so authorized by these Bylaws, to enter into any contract or execute and deliver any instrument in the name of and on behalf of the Chapter, and such authority may be general or confined to specific instances. No member or Chapter board may obligate the Society or act as its agent in any matter, and the Society is not responsible for any obligations incurred by any member or Chapter, except as and to the extent so authorized.

ARTICLE IX - INDEMNIFICATION

9.1. Indemnification. The Society shall indemnify any person, and may purchase insurance, for any purpose and to the greatest extent authorized by Sections 355.461 through 355.501 of the Missouri Nonprofit Corporation Act, as amended from time to time. However, no indemnification shall be paid except after consultation with legal counsel to assure that the applicable statutory requirements have been satisfied.

ARTICLE X - MISCELLANEOUS

10.1. Fiscal Year. The fiscal year of the Chapter and Society shall begin on the first day of September and end on the last day of August.

10.2. Waiver of Notice. Whenever any notice is required to be given to any member or director under the provisions of these Bylaws, the Articles of Incorporation, or the General Not-For-Profit Corporation Law of the State of Washington, a waiver thereof, whether given before or after the time stated therein, shall be deemed equivalent to the giving of such notice.

10.3. Use of Assets. The Chapter's funds and other assets shall be used only to accomplish its purposes, and no part of those funds or assets shall inure to the benefit or, be distributed to, any members or employees of the Chapter, or any other person having a personal or private interest in its activities.

10.4. Dissolution. Upon dissolution of the Chapter, any funds or other assets remaining after payment of all obligations of the Chapter shall be distributed to the National Society for Marketing Professional Services.

10.5. Robert's Rules of Order. The rules contained in the most recent edition of Robert's Rules of Order shall provide the rules of procedure for the Chapter where they are not inconsistent with the provisions of the Articles of Incorporation or these Bylaws.

1. SMPS SEATTLE CHAPTER BYLAWS

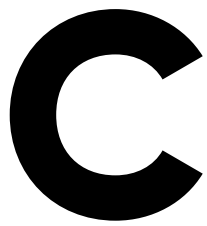


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10.6. Use of Logo. Use of the Society's and Chapter's logos is authorized only by those members and employees of the Society or Chapter conducting official business of the Society or Chapter and must conform to appropriate use of logo as outlined in the Society's Policies and Procedures.

ARTICLE XI - AMENDMENTS

11.1. Amendments. These bylaws may be amended by vote of the members, upon the recommendation of a majority vote of the entire Chapter Board of Directors currently in office, after having received approval of the proposed amendment by the National Society. A notice of any proposed amendment or a summary thereof shall be mailed to the members not less than thirty (30) days or sent electronically to the members not less than ten (10) days prior to the date of a meeting of members at which such amendment is considered. If voting by mail or electronically, the proposed amendment or summary thereof shall be mailed not less than (30) thirty days prior to the deadline for receipt of mailed ballots, or sent electronically not less than ten (10) days for receipt of electronic ballots. If considered at a meeting, at least twenty percent (20%) of the members entitled to vote must be present; if voting on the amendment is by mail or electronically, at least twenty percent (20%) of the members eligible to vote must cast a ballot. In either instance a majority of the members voting shall be required to approve the proposed amendment.



SMPS SEATTLE BOARD ROLES

1. President
2. President-Elect
3. Past President
4. Treasurer
5. Secretary
6. Director at Large: Diversity, Equity, Inclusion
7. Director at Large: Education
8. Director at Large: Membership
9. Director at Large: Professional Development
10. Director at Large: Special Events
11. Director at Large: Marketing
12. Senior Advisor

1. PRESIDENT

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The President is the principal officer of the Chapter exercising general oversight of its affairs and officers. The President chairs and serves on the Executive Committee of the Chapter and oversees the Sponsorship Chair.

REQUIREMENTS

- Active member in good standing.
- Successful completion of duties as President-Elect.
- Must have served at least one year on the Board of Directors for the Seattle Chapter or another SMPS Chapter, or on the SMPS Society Board of Directors.

TERM LIMITS

After serving in the office of President-Elect for one year, the individual shall automatically assume the office of President in the subsequent year. At the end of his/her one-year term, each President shall automatically remain on the Board of Directors for a one-year term as Past President.

GOALS AND GUIDELINES

STRATEGIC DIRECTION

The President is responsible for ensuring the board maintains open lines of communication and that they are always acting in the best interests of the Chapter's membership. The President ensures the Board remains focused on the Chapter goals as outlined in the strategic plan and were determined during the annual planning session, and guides decisions, mentors board members, and is always focused on what is best for the Chapter and its membership.

REPORTING

Reimbursement for dues renewals and eligibility for various programs through The Society are dependent on timely submittal of reports and the President has overall responsibility to ensure they are submitted. Reports required by The Society include the following:

- Chapter Financial Report (due Sept. 30)
- Chapter Education Report (due Sept. 30)
- IRS Forms and Tax Return (due Dec. 31)
- State Annual Report Filing (due Dec. 31)

FINANCIAL STABILITY

The President has overall responsibility for ensuring the Chapter remains financially healthy and spends funds responsibly. Additionally, the President oversees the Sponsorship Chair and sponsorship drive.

MEMBER FEEDBACK

Membership surveys and focus group are managed by the President and President-Elect to garner feedback from the membership.

DUTIES

Plans and chairs monthly Board meetings and Executive Committee Meetings.

Attends all events.

Oversees and mentors all Board members.

Attends the Pacific Regional Conference and Amplify AEC conference.

Implements the strategic plan for the new fiscal year.

Acts as the chapter's spokesperson as needed in the community.

Works with the Treasurer in planning and creating a responsible fiscal budget for the chapter and submits it to the Board for approval.

Oversees and maintains strategic objectives.

Works with Director at Large: Marketing to produce an Annual Report from end of previous fiscal year statistics.

Reviews monthly financial statement(s) and report(s) for the chapter.

Supports committee volunteer succession planning activities.

Responsible for Board announcements at events.

Leads annual chapter Sponsorship drive with Board support. Works with Sponsorship Chair to track benefits used throughout the year.

If the current Board opts to participate in chapter award programs, such as SMPS Chapter President of the Year, the President leads preparation of the submittal(s).

2. PRESIDENT-ELECT

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The President-Elect stands ready to fill in for the President in any absence. In addition, the President-Elect shall have all the powers and be subject to the same restrictions as the President. The President-Elect assists the President in overseeing the board and serves as an additional resource for all positions and committees. The President-Elect also acts as the Chapter liaison with The Society and oversees the Association Outreach chair/program with other industry organizations.

REQUIREMENTS

- Active member in good standing.
- Must have served on the Board of Directors for the Seattle
- Chapter or another SMPS Chapter, or on the SMPS Society Board of Directors.

TERM LIMITS

The President-Elect is elected at large to serve in that office for one year, then automatically assumes the office of President and immediate Past President in the subsequent two years, each with a one-year term.

GOALS AND GUIDELINES

SUPPORT AND LEARNING

Learn as much as possible during the year by engaging with the directors, members, non-members, President and Past President.

THE SOCIETY LIAISON

Serves as the Chapter's liaison with SMPS HQ disseminating information about HQ to the board and Chapter (i.e. a new CPSM program or new foundation white paper). Includes reading the liaison emails that will be generated from HQ and reviewing smps.org and mysmps.org for new information posted. Can also reach out to the Chapter Delegate who serves on the national board.

SUCCESSION PLANNING

Engage with members actively to garner feedback and encourage involvement. Any members who are interested in getting more involved with SMPS will be referred to the President-Elect who should follow up with a meeting or phone call to help place them on a committee, roundtable, etc. Record volunteer interest and potential on succession planning log.

DUTIES

Attends all monthly Board meetings and events.

Attends Executive Committee meetings.

Occasionally attends committee meetings to get input for chapter improvements.

Attends the Chapter Leaders Symposium and Amplify AEC conference.

Acts as liaison with the Board and oversees new committees as needed.

Works with the President to maintain the Chapter Management Manual.

Reviews monthly financial statement(s) and report(s) for the chapter.

Leads a member focus group in Spring, and online survey for members and non-members in Summer.

Supports the President, as needed, in overseeing the chapter activities.

Drives the involvement of members on committees through coordination with the Membership Committee.

Assists Directors at Large with succession plans for the next year.

Represents the Board at events.

Works closely with the President during the annual chapter Sponsorship Drive.

3. PAST PRESIDENT

C

The Past President remains on the board in a capacity of advisor and to provide continuity to the new Board of Directors. The Past President serves on the Executive Committee of the Chapter. The Past President is also the Chapter representative on the Pacific Regional Conference committee.

REQUIREMENTS

- Active member in good standing.
- Successful completion of duties as President.

TERM LIMITS

This is the final year of the three-year president track commitment.

GOALS AND GUIDELINES

Aside from providing institutional knowledge, the Past President has three primary responsibilities.

STRIVING FOR EXCELLENCE AWARDS

In 2018, The Society changed the Striving for Excellence awards so that they cover one Presidential year (September–September). Because of this, it is now the Past President's responsibility to lead the SFE chapter submittal, which covers their presidential year. The Society will release the SFE requirements in the fall, and the submittal is due at the end of January during your Past President year.

NOMINATIONS & ELECTIONS COMMITTEE

The Past President leads the Nominations & Elections Committee, a special committee each spring that solicits nominations for future Board candidates and subsequently votes on said candidates to make an ultimate recommendation to the membership. The Past President organizes the committee, including recruiting members as participants. He/she then organizes advertising for nominations via the website and Chapter communications, voting for the submitted candidates, and submitting an online survey to members with the candidate recommendations (including headshots and candidate statements). The new slate of candidates must be approved by 30% of membership.

PRC COMMITTEE

Each Chapter must provide at least one volunteer on the PRC Committee, and in SMPS Seattle this is the Past President's responsibility. In the spring of the President year, the Past President will join the PRC committee in some capacity. The Past President will continue to represent SMPS Seattle on the committee, fulfilling any duties as needed by his/her role on the committee.

PRC BOARD OF DIRECTORS

In 2022, every SMPS regional conference officially became its own non-profit entity. As such, it is required to have a Board of Directors and representative on the Board of Directors from each chapter. The position is a 3-year term.

DUTIES

Attends all monthly Board meetings and events.

Attends Executive Committee meetings.

Serves on the Pacific Regional Conference Planning Committee.

Attends the Pacific Regional Conference.

Assists the President as needed in mentoring Board members to successfully carry out duties and responsibilities.

Stands ready to fill in for the President and/or the President-Elect in the event of absence or inability to attend an event.

Chairs the Nominations and Elections Committee and initiates the process of assembling and electing the Board for the next fiscal year.

If the current Board opts to participate in chapter award programs, such as SMPS Chapter President of the Year, the Past President supports the President in preparation of the submittal(s).

4. TREASURER

C

The Treasurer oversees the financial integrity of the Chapter by participating in the development of the annual operating budget and making sure income is deposited and correctly recorded, and that expenses are tracked, paid, and properly recorded. The Treasurer produces financial reports, coordinates semi-annual audits with an independent advisor outside the Board of Directors, and in general performs all duties essential to the office of Treasurer. The Treasurer also serves on the Executive Committee of the chapter.

REQUIREMENTS

- Active member in good standing.
- Have strong skills with math, organization, and Excel.
- Has volunteered for the Chapter previously in some capacity, preferably on the Treasurer Committee.

TERM LIMITS

The Treasurer shall be elected for a two-year term. No more than two consecutive two-year terms shall be held by the same individual.

FINANCIAL REPORTS

The primary documents used in regular financial report include the following:

ANNUAL OPERATING BUDGET

The budget includes anticipated event income and expenses; regular operating costs such as management fees, bank charges, etc.; other forms of income such as shared dues and annual sponsorships; committee and event expenditures and income; and expenditures for special projects as defined in the strategic plan. Development of the annual budget is a collaboration led by the Treasurer with help from all board members. It requires approval from the Executive Committee first, then the Board of Directors, then submittal to The Society. The budget is updated with actuals monthly, which are reviewed by the Executive Committee and can be found on box.com.

RESERVES

The Chapter should aim to have a minimum of 75% of the Chapter's operating budget in reserves at all times. This ensures the success of the Chapter in times of economic downturns.

BUDGETING

Committee budgets provide an outline of the anticipated income, expenses, and profitability of individual functions/events. The Treasurer, President, and Director work together on the overall budget for each committee. If a Director needs additional money for an event during the year, he/she should prepare an event budget to present to the Board along with the additional expense request and rationale. Alternatively, the Executive Committee has the authority to make additional expenditure decisions to recommend to the Board.

DUTIES

Attends all monthly Board meetings, Executive Committee meetings, and events when possible.

Receives, holds, and safeguards all funds for the chapter.

Serves as main contact for Billhighway, the SMPS financial platform.

Pays chapter bills in a timely manner, on the 5th and 20th of each month.

Maintains financial records in such form and detail as to permit preparation of financial management reports for the Board and others and preparation of tax returns or information returns as required by law.

Prepares regular and current financial reports for monthly Board meetings.

Assumes responsibility for the accurate and timely filing of Federal tax returns, and works with the chapter's accountant or financial advisor, if necessary, to prepare the necessary reports: 990EZ; 1099s, and W-9s.

Submits annual chapter financial report to Society Headquarters by required date.

In conjunction with the President, prepares the chapter budget for the year.

Advises on financial implications of proposed actions.

In conjunction with the independent advisor and as directed by the Board of Directors, provides for the secure investment of surplus or reserve funds.

4. TREASURER (CONTINUED)

C

BILLHIGHWAY CAMPAIGN SUMMARIES

Billhighway doesn't allow break down of expenses for each committee as we have done in the past. Therefore, it's up to each director to keep the Event Planner current for each event on BOX where future directors may access that information. The Event Planner contains income, expense and profitability information.

Campaign Summaries noting income for recent events are provided at each monthly board meeting. The director of those events should confirm that number is the same (or pretty darn close) to what is in their Event Planner document.

BILLHIGHWAY INCOME STATEMENT

This report tallies SMPS Seattle's cash in the Billhighway, Bank of America, and Ameriprise accounts. It is provided to the board at the monthly board meeting.

BILLHIGHWAY BALANCE SHEET

The Balance Sheet report is prepared monthly to provide a snapshot of the Chapter's current income and expenses for the month, and year-to-date. It is provided to the board at the monthly board meeting.

BILLHIGHWAY BUDGET VARIANCE REPORT

The Budget Variance shows both both Actual and Budget numbers for the year-to-date. It is provided to the board at the monthly board meeting.

TAX RETURNS

The Federal Tax Form 990 is prepared by an independent CPA firm and coordinated by the Treasurer. The President is responsible for ensuring the tax returns are completed in a timely fashion and that copies are also sent to The Society. The annual filing deadline is January 15th.

1099S TAX FORMS FOR PAID SPEAKERS

All paid speakers must fill out a Federal W-9 form BEFORE being paid. A Federal Form 1099 will be e-mailed to anyone that was paid \$400 or more during the CALENDAR year. These costs are tracked by the treasurer during the year. The form is prepared by the Treasurer using this Intuit 1099 E-file service.

YEAR-END ANNUAL REPORT

The Treasurer drafts an end-of-year fiscal report for review by the Past President and President, who shall verify the accuracy of the data to the best of their knowledge. The report is due to The Society annually by Sept. 30. Failure to submit the report by the deadline can result in a withholding of shared dues reimbursements. Past reports can be found in mysmps.org.

DUTIES (CONTINUED)

Serves as the chapter's liaison with Society Headquarters on matters relating to chapter finances, trends, and requirements.

Uses SLACK for Board communication, and BOX for file storage.

4. TREASURER (CONTINUED)

C

INCOME SOURCES

EDUCATION AND SPECIAL EVENTS

All proceeds from education and special events are included in SMPS Seattle's income.

SHARED DUES REIMBURSEMENTS

On a quarterly basis, The Society will deposit our Chapter's dues for the previous 3 months directly into our Billhighway account and email a copy of the associated report to the President, the Treasurer, and/or the Director of Membership. The calculations are currently determined as follows: \$25 for every renewal and \$32 for every new member.

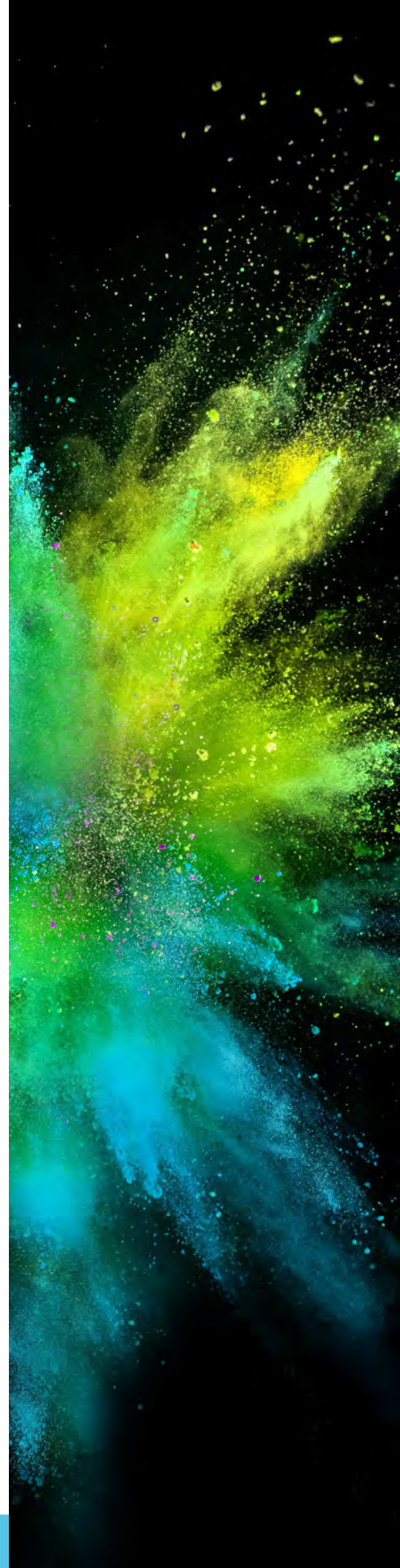
SPONSORSHIPS

Sponsorships are SMPS Seattle's primary source of income. SMPS Seattle's sponsorship period is Jan. 1-Dec. 31. The President is responsible for overseeing an annual sponsor drive from October to December. The drive is run by the entire Board of Directors. All follow up activities and tracking benefit usage are done by the Sponsorship Chair. The Treasurer is closely associated with this process, assisting with sponsor tracking and outreach if necessary, as well as ensuring that funds are received and properly recorded.

JOB BANK POSTINGS

The job bank is managed by the Secretary and is also a major income driver for SMPS Seattle. Currently, the cost for job bank postings is:

- SMPS Seattle Members: \$50 per posting for 90 days
- Non-Members or Non-SMPS Seattle Members: \$100 per posting for 90 days



5. SECRETARY

C

The Secretary keeps and is responsible for chapter records which include Board meeting minutes, Chapter Management Manual, Chapter Bylaws, Chapter Annual Strategic Plan, correspondence, committee reports, event surveys, and other pertinent information. The Secretary also serves on the Executive Committee.

REQUIREMENTS

- Active member in good standing.
- Have strong communication and organization skills.
- Has volunteered for the Chapter previously in some capacity.

TERM LIMITS

The Secretary shall be elected for a one-year term. No more than two consecutive one-year terms shall be held by the same individual.

GOALS AND GUIDELINES

CHAPTER ORGANIZATION

Organizing and recording the Chapter's information is the primary goal of the Secretary. The Secretary is responsible for updating individuals' access to all these tools. The Secretary is also responsible for maintaining the organization structure of these channels and cleaning up and archiving files as necessary. In general, SMPS Seattle uses four primary vehicles for storage/communication:

SLACK

Slack is to be used primarily as a communications tool among volunteers. If any pertinent information, voting or documents are shared on Slack, the Secretary is responsible for documenting these items and incorporating them into the following month's Board meeting minutes. At the end of the year, the Secretary should work with the President to archive channels as necessary and create new channels for the upcoming year.

BOX.COM

SMPS Seattle stores the majority of its working documents on Box.com. This includes the year's meeting minutes, how-to forms, event materials, sponsor logos, etc. The Secretary is responsible for organizing Box.com, storing appropriate documents on it, and archiving files to mysmps.com when necessary. At the end of the year, the Secretary should work with the President to archive files as appropriate from box.com to mysmps.com.

DUTIES

Attends all monthly Board meetings, and Executive Committee meetings.

Attends all events, when possible.

May participate on one or more committees.

Board and Executive Committee Meetings: responsible for preparing and distributing all meeting agendas and minutes to Board members.

Coordinates all meeting logistics, including scheduling and catering.

Tracks appreciation cards and gifts sent on behalf of the Board.

Works with Director at Large: Marketing to maintain SMPS Seattle digital collateral files as well as physical supply of stationery, envelopes, mailing labels, and other office supplies as needed.

Supports Director at Large: Membership with registration duties when necessary.

Maintains all chapter account passwords, and updates in September and when necessary, throughout the year.

Acts as overall administrator for:

SLACK account for chapter communications

BOX.com account for current chapter file management and MySMPS community for long-term file storage

ZOOM account for virtual meetings

Google account: process all email sent to info@smpsseattle.org

StarChapter: Job Bank

4. SECRETARY (CONTINUED)

C

MYSMPS.COM

SMPS Seattle uses MySMPS to store all archived information and files that do not change from year-to-year. This includes an annual archival of meeting minutes, Chapter bylaws, etc. The Secretary should work with The Society to manage who has access to MySMPS.

ZOOM

SMPS Seattle uses a paid Zoom account to host chapter-related meetings, including paid and free member events, board meetings, volunteer meetings, roundtables, CPSM study groups, and other related meetings. The Secretary should work with Directors and designated committee leaders/members to schedule meetings as needed and facilitate access to Zoom.

DUTIES (CONTINUED)

StarChapter: Event registration issues, notifying Treasure when necessary

StarChapter: Event surveys and results distribution

Works with chapter librarian to maintain digital and hard copy resources.

6. DIRECTOR AT LARGE: DIVERSITY, EQUITY & INCLUSION

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The Director at Large: Diversity, Equity & Inclusion (DEI) leads the chapter's efforts to plan, implement, guide, organize, and monitor access and representation through its communications, programs, educational offerings, volunteer opportunities, and philanthropic/scholarship endeavors.

The Director oversees the DEI Committee, which strives for all chapter happenings to mirror the diversity of the local community. DEI Committee members serve to support SMPS Seattle in cultivating a diverse and inclusive membership where all members feel safe, respected, engaged, and able to thrive.

REQUIREMENTS

- Active member in good standing
- Has served as a chapter volunteer

TERM LIMITS

The Directors shall each be elected for a one-year term. No more than two consecutive one-year terms shall be held for any of these Board positions by the same individual.

GOALS AND GUIDELINES

OVERSIGHT OF LIAISONS

Maintains DEI Committee liaisons with the Education, Marketing, Membership, Professional Development, and Special Events committees to encourage co-operation, transparency, and the exchange of information.

DUTIES

Attends all monthly board meetings, and events when possible.

Builds and maintains the DEI Committee.

Holds monthly committee meetings.

Works closely with the Director at Large: Education to plan and implement at least (1) educational program each year featuring DEI-related content.

Works closely with the Director at Large: Marketing to plan and contribute content for chapter marketing programs.

Works closely with the Director at Large: Professional Development and Scholarship Chair to plan chapter scholarship programs.

Establishes an initiatives calendar and budget for the upcoming year.

Uses SLACK for primary source of committee communication, and BOX for storage of all event information.

Serves as the chapter liaison to the Society's DEI Task Force, creating two-way communication for sharing and synchronizing initiatives, strategic objectives, tools, and programming.

7. DIRECTOR AT LARGE: EDUCATION

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The Director at Large: Education leads a committee that is responsible to plan and produce events with the goal of providing education and insight on topics relevant to the A/E/C industry and current market conditions. The Director is responsible for overseeing the following Chair positions and supporting successful execution of their respective events:

1. Programs – (2) per quarter for a total of eight events
2. Workshops – (1) per quarter for a total of four events

The Education Committee researches topics, recruits and selects notable speakers, assembles panels, books inclusive venues, and strategizes creative networking sessions that facilitate communication between SMPS members, clients, and thought leaders.

REQUIREMENTS

- Active member in good standing and has served as a chapter volunteer.

TERM LIMITS

The Director shall be elected for a one-year term. No more than two consecutive one-year terms shall be held by the same individual.

GOALS AND GUIDELINES

Education is a fundamental element of our mission. We have an obligation, as a Chapter, to provide our membership with access to the learning and tools they need to more successfully navigate their jobs.

BI-MONTHLY PROGRAMS

These are highly valued by our constituents and are thereby one of the most vital functions of our Chapter. They are typically scheduled the third Tuesday of every other month, with the first program of the SMPS year held in September. A typical cadence is as follows:

- September
- November
- January
- March
- May
- July

DUTIES

Attends all monthly Board meetings, and events when possible.

Builds and maintains the Education Committee and chair positions.

Holds monthly committee meetings.

Works closely with the President and the Director at Large: Professional Development to establish a programs and events calendar and budget for the upcoming year.

Works closely with the Director at Large: Marketing to develop an editorial calendar that promotes the committee's programs, workshops, and initiatives.

Works closely with the Director at Large: Marketing to implement a bi-annual Call for Speakers campaign.

Oversees the Call for Speakers submission portal (Google form database) for purposes of building relationships and maintaining a robust database of program options for the current and coming year(s).

Contributes to the development and ongoing update of the chapter's strategic plan.

Compiles information required for the annual education report for SMPS Headquarters, due September 30.

Uses SLACK for primary source of committee communication, and BOX for storage of all program/event information.

Oversight of Chairs

Explores shared program opportunities with other chapters.

7. DIRECTOR AT LARGE: EDUCATION (CONTINUED)

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As of July 2019, Programs are produced in Luncheon format from 11:30–1:30 at the Washington Athletic Club in Seattle. Speakers should be recruited 2–3 months in advance and event announcements should go out 5–6 weeks in advance (at a minimum). Programs are organized by the Programs Co-Chairs and overseen by the Director of Education. In the past, Programs have also been produced in Breakfast format. The Director of Education and committee members should closely monitor attendance levels, seek informal feedback, and ensure the chapter's annual member and non-member survey includes a question about program time of day and location preference, to determine when and if changes are needed.

The Program goals are to:

- Advise on industry trends
- Inform of upcoming project opportunities
- Provide ongoing marketing/business development education
- Grant access to clients and project owners
- Afford networking opportunities with colleagues, peers and potential teaming partners

WORKSHOPS

Workshops are held intermittently throughout the year. It is advised to not attempt more than four a year. A workshop can take many forms. The standard workshop is one half-day session, but we have also held a series of two-hour workshops or full-day workshops. Speakers should be recruited 2–3 months in advance and event announcements should go out 5–6 weeks in advance (at a minimum). Workshops are organized by the Education Chair and overseen by the Director of Education.

The workshop goals are:

- Skill enhancement
- Introduction to new tools
- Provide resources
- Collaboration with other marketing professionals

DUTIES (CONTINUED)

For Events:

- Secures speaker(s); executes Speaker Agreement and collects W9 as required.
- Uses the Event Planner template to budget and plan each event. Stores on BOX.
- Uses the Event Request Form to prepare program announcements and facilitate timely marketing of each event.
- In-Person: Secures location, coordinates logistics and food/beverage, prepares handouts, and confirms/test audio-visual as needed.
- Virtual: Coordinates meeting logistics with Secretary as needed.
- Coordinates event collaterals as applicable: with President or President-Elect for sponsor banner; with Director at Large: Marketing for scrolling PowerPoint slides with sponsor and upcoming event information; and with Director at Large: Membership for nametags and registration table coverage.
- Reconciles event attendance in StarChapter and coordinates post-event survey distribution and collection/reporting with Secretary.
- Introduces speakers.

9. DIRECTOR AT LARGE: PROFESSIONAL DEVELOPMENT

C

The Director at Large: Professional Development leads a committee that administers to the professional development interests and needs of our members through training, mentoring, networking, and credentialing. The Director is responsible for overseeing the following Chair positions and supporting successful execution of their respective programs and/or events:

1. Fellows Forum – (3) events per year: December, April, August
2. CPSM Program – study activities throughout the year
3. Roundtable Program – ongoing member placement throughout the year, recruit new facilitators as needed, hold (1) meeting for all facilitators per year
4. Scholarships – ongoing scholarship opportunities throughout the year

Committee members develop content and organize programs, interact with other committees, and support the chapter in educating marketers, business developers and principals.

REQUIREMENTS

- Active member in good standing
- Has volunteered for the Chapter previously in some capacity. Preferably, has previously served on either the Professional Development or Education committee
- (Not mandatory) Whenever possible, it is preferred that the Director is a CPSM

TERM LIMITS

The Professional Development Director shall each be elected for a one-year term. No more than two consecutive one-year terms shall be held by the same individual.

GOALS AND GUIDELINES

Education and career development are a fundamental element of our mission. We have an obligation as a Chapter to provide our membership with access to the learning and tools they need to more successfully navigate their jobs and grow as professional marketers.

COMMITTEE OVERSIGHT

The Director at Large: Professional Development leads the Professional Development Committee, and is responsible for producing Fellows Forums events, managing the chapter's CPSM program, administering scholarships and the members-only Roundtable program. The Director is responsible for leading the Committee including: Fellows Forum Chair, Roundtable Chair, CPSM Chair, Scholarship Chair and additional committee members.

Note: This position, and committee, are new to SMPS Seattle as of the 2019/2020 year. Previously, these duties fell under the Director of Education and Special Events/President (Scholarships).

DUTIES

Attends all monthly Board meetings, and events when possible.

Builds and maintains Professional Development Committee and chair positions.

Holds monthly committee meetings.

Works closely with Director at Large: DEI, Director at Large: Education, and Director at Large: Special Events to establish a programs and events calendar and budget for the year.

Works closely with the Director at Large: Marketing to develop an editorial calendar that promotes the committee's programs and events.

Oversees the Scholarship Chair to administer and announce winners of SMPS Seattle scholarships for:

- Annual Membership Dues
- Conference Attendance: Amplify AEC, Pacific Regional Conference, The Pinnacle Experience
- Continuing Education Expenses
- CPSM Certification Reimbursement

Contributes to the development and ongoing update of the chapter's strategic plan.

Compiles information to submit the chapter's annual education report to Society Headquarters by the date required, typically September 30.

Support opportunities for chapter members and CPSMs to share thought leadership and expertise with other SMPS members, and externally on behalf of the chapter.

9. DIRECTOR AT LARGE: PROFESSIONAL DEVELOPMENT (CONTINUED)

C

FELLOWS FORUMS

Fellows Forums were formed in 2010 by Carla Thompson and have become a coveted event and positive revenue generator. The Fellows also sponsor a scholarship for Build Business. Fellows Forums are organized by the Fellows Forum Chair and overseen by the Director of Professional Development.

The Fellows Forum's efforts are focused on:

- Challenges in the industry
- Trends
- Provide group mentorship
- Collaboration with other marketing professionals
- Provide a venue for more experienced marketing professionals to share their knowledge

CPSM PROGRAM

Progression of the CPSM program can take many forms and is dependent on the Board's and Professional Development Committee's discretion each year. Generally, it is advised that there is a CPSMS study program at least once a year, potentially with a group testing session. We have also held full-day CPSM workshops as an introduction to the CPSM program and cramming session for the test. CPSM study groups are organized by the CPSM Chair and overseen by the Director of Professional Development.

CPSM Scholarships are offered to those who pass the CPSM exam and are administered by the CPSM Chair or the Director of Professional Development. The scholarship covers the examination fee for people who receive a passing score. Current SMPS Seattle Members and non-members are eligible. There is a limit of one scholarship per person. Available year-round/limit 10 scholarships per year. Passing test score is required for reimbursement.

ROUNDTABLES

Roundtables were formed in 1997 by Bill Strong, FSMPS, Alan Lambert, and Julaine Fleetwood. The program is unique to the chapter and is consistently listed as a top member benefit year after year in surveys. They were originally formed for the express purpose of providing mentorship opportunities to Seattle Chapter members. The intent was for one or two mentors be paired with around 10 mentees and they would meet monthly to discuss any topics the mentees wished. The outcome would create a bond or support group for all with the added bonus of some members would create one-on-one mentor relationships.

DUTIES (CONTINUED)

Uses SLACK for primary source of communication, and BOX for file storage.

Oversight of Chairs

Explores shared program opportunities with other chapters and peer organizations, such as AIA, DBIA, AMA, PRSA, and others.

For Events:

- Uses the Event Planner template to budget and plan each event. Stores on BOX.
- Uses the Event Request Form to prepare program announcements and facilitate timely marketing of each event.
- In-Person: Secures location, coordinates logistics and food/beverage, prepares handouts, and confirms/test audio-visual as needed.
- Virtual: Coordinates meeting logistics with Secretary as needed.
- Coordinates event collaterals as applicable: with President or President-Elect for sponsor banner; with Director at Large: Marketing for scrolling PowerPoint slides with sponsor and upcoming event information; and with Director at Large: Membership for nametags and registration table coverage.
- Reconciles event attendance in StarChapter and coordinates post-event survey distribution and collection/reporting with Secretary.
- Introduces speakers at events.

9. DIRECTOR AT LARGE: PROFESSIONAL DEVELOPMENT (CONTINUED)

C

Today roundtables are available for all experience levels, are located regionally, and cover a variety of topics. At the beginning of the year the roundtable group meets and creates a calendar of topics and assigns members to lead each session. The facilitator ensures the meeting is scheduled, topics are relevant, and members are getting the most out of their experience. Our roundtables serve many purposes: mentoring, education, networking, CPSM CEUs, and leadership opportunities. Roundtables are organized by the Roundtable Chair and overseen by the Director of Professional Development.

SCHOLARSHIPS

The Chapter distributes a number of scholarships each year. The amounts are determined by the annual budget approved each year in September. The Scholarship Chair manages the timeline of scholarship awards, organizes the scholarship application process, and alerts the applicants of the results. The Director of Professional Development oversees the Scholarship Chair and ensures that the chapter is issuing scholarships on a rolling basis, and in a timely fashion, with ample time to advertise and award the scholarships prior to any time-bound redemptions of said scholarships.

Note for Future SMPS Boards:

At one time, the Scholarship Chair sat on the Special Events Committee. This was a result of the Special Events committee's responsibility to raise funds at special fundraising events to support the chapter's scholarship program. However, thanks to a several strong fiscal years between 2015 and 2018, the board decided to move the Scholarship Chair under the President. As of the 2019/2020 SMPS year, the Scholarship Chair will move to the new Director of Professional Development position, and each scholarship will be included in the annual budget, to be approved at the beginning of the year by the incoming board.



8. DIRECTOR AT LARGE: MEMBERSHIP

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The Director of Membership is responsible for oversight of maintaining current membership, serves as the SMPS member contact on all issues related to membership, and is responsible for increasing Chapter membership. The Director of Membership oversees a committee that includes a Member Retention Chair, Member Welcome Chair, Member Outreach Chair, Ambassador Program Chair, Student Outreach Chair, Member Milestone Chair, and additional committee members.

REQUIREMENTS

- Active member in good standing.
- Has volunteered for the Chapter previously in some capacity, preferably on the Membership Committee.

TERM LIMITS

The Membership Director shall each be elected for a one-year term. No more than two consecutive one-year terms shall be held by the same individual.

GOALS AND GUIDELINES

COMMITTEE OVERSIGHT

The membership committee is responsible for recruiting, retaining, and recognizing SMPS Seattle members. They maintain the member information in the StarChapter database, produce all nametags for each event, welcome new members, work on ways to maintain current members, and coordinate with HQ to promote any member recruitment/retention programs.

RECRUITMENT

Recruitment's goal is to strategically recruit potential members through outreach at events, personal phone calls, and a membership drives that aligns with The Society. The Society provides resources to assist with recruiting including, prospect lists, free mailers, personal phone calls or visits from staff or SMPS Board members.

RETENTION

It takes more effort to recruit new members than to retain those we have. The goals of retention are to encourage involvement, help members build a community, and recognize their achievements.

- Member achievements are celebrated with 15 and 20 year anniversaries at the Reign Awards
- Renewal reminders sent yearly

THE WELCOME WAGON

The Welcome Wagon offers low-key individual and small group meetups that allow new SMPS members to connect with the Seattle chapter community and learn about the programs and opportunities available to them. New members can expect to receive invitations to these events as a benefit of their membership. Existing members can volunteer to host

DUTIES

Attends all monthly Board meetings, and events when possible.

Maintains the chapter member database.

Coordinates monthly Membership Report download from SMPS Headquarters. Tracks membership expirations, renewals, and drops. Stores on BOX.

Builds and maintains the Membership Committee and Chair positions.

Holds monthly committee meetings.

Establishes an events and initiatives calendar and budget for the upcoming year.

Plans two events for New Members (may collaborate/combine with Special Events).

Represents the SMPS Seattle Board at events.

Uses SLACK for primary source of committee communication, and BOX for storage of all event information.

Oversight of Chairs

Oversees membership recruitment campaigns.

Writes welcome email to all new members.

Manages new member Welcome Wagon program.

Coordinates contact with members and prospects.

Encourages involvement on committees.

Investigates needs.

Works with SMPS Headquarters on new member and renewal efforts.

8. DIRECTOR AT LARGE: MEMBERSHIP (CONTINUED)

C

meetups and act as networking support at in-person events.

STUDENT OUTREACH

In former years, student outreach has been an important part of sustaining our membership. Marketing in professional service firms is still not widely taught in school and new graduates know little about our industry. SMPS Seattle has had very few student members.

A Note for Future Boards re: Student Outreach

In 2014 a concerted student outreach effort was added to the Chapter's three-year strategic plan. However, after a few years it was edited out as it was clear that we need a strong Student Outreach Chair to facilitate the program, and we didn't have that resource. SMPS was having a difficult time competing with other student organizations that have nation-wide presence and support, such as the Student Association of Professional Journalists or student organizations associated with the American Marketing Association and Public Relations Society of America. Other SMPS chapters around the country have successfully established a strong student membership when partnering with a few key professors and actively pursuing members and providing valuable opportunities for them to get involved (believe a small chapter in Florida has a very successful program that would be ideal to model). In the past, SMPS Seattle also had an Undergraduate Scholarship to offer students as part of our outreach, but the program was discontinued in 2016 after many years of only receiving 1-2 applications and much wasted effort in obtaining those few scholarships. While this program has the potential to be very successful for SMPS, it needs the right person to chair it who is willing to commit the time and resources it needs to take off. It will also need support of the Board and a larger budget to potentially hold events, participate in student fairs, and offer a scholarship at a high enough value that will draw notice.

ADDITIONAL DUTIES

In addition, the Director of Membership and Membership Committee is responsible for maintaining the member database, answering membership questions, producing name tags, inviting non-members to events, and volunteering at event registration as a way to engage with members and non-members.

DUTIES (CONTINUED)

For Events:

- Uses the Event Planner template to budget and plan each event. Stores on BOX.
- Uses the Event Request Form to prepare program announcements and facilitate timely marketing of each event.
- In-Person: Secures location, coordinates logistics and food/beverage, prepares handouts, and confirms/test audio-visual as needed.
- Virtual: Coordinates meeting logistics with Secretary as needed.
- Coordinates event collaterals as applicable: with President or President-Elect for sponsor banner; with Director at Large: Marketing for scrolling PowerPoint slides with sponsor and upcoming event information.
- Reconciles event attendance in StarChapter and coordinate post-event survey distribution and collection/reporting with Secretary.
- Welcome attendees and introduce speakers.
- Provides nametags for all chapter events.
- Provides staff for registration table as needed for all events, or work with Directors if no Membership committee members are attending.

10. DIRECTOR AT LARGE: SPECIAL EVENTS

C

The Special Events Committee is responsible for facilitating networking and building relationships in the SMPS community. The Director of Special Events is responsible for oversight of the Chapter's community and outreach activities, networking events to build member relations, and Annual Awards Program and Banquet. The Director is responsible for leading the Special Events Committee, including Reign Awards Co-Chairs and Trivia Chair.

REQUIREMENTS

- Active member in good standing.
- Has volunteered for the Chapter in some capacity, preferably on the Special Events Committee.

TERM LIMITS

The Director of Special Events shall each be elected for a one-year term. No more than two consecutive one-year terms shall be held by the same individual.

GOALS AND GUIDELINES

NETWORKING

The Chapter's mission is to connect our members. The Special Event Committee's goal is to produce regular events that connect our members resulting in meaningful relationships in business.

REIGN AWARDS GALA

This annual event gala celebrates member and firm achievements each June. The event offers ample networking time, as well as an awards program where we recognize membership milestones, firm marketing awards, and individual merit awards. Often, we recruit experienced members to emcee the program and be judges for the project awards. This event takes months of planning and close collaboration with the President and Director of Marketing as it involves multiple steps, including those listed below. Recommend starting the planning for this process as early as January. A sample of planning activities is as follows:

- Establish the budget and allocate funds
- Research and choose a venue within budget that accommodates targeted head count
- Set up Submittable for judge and emcee nominations; project and merit award submissions
- Create a schedule of deadlines
- Coordinate with Marketing committee to get on their editorial calendar (google calendar)
- Create content early for updating the website.
- Post the packets early and start soliciting the awards
- Solicit for judges (recommend 3-5 judges, with 5 being ideal) via Submittable
- Solicit for an emcee via Submittable
- Solicit for merit and project awards.

DUTIES

Attends all monthly Board meetings, and events when possible.

Builds and maintains the Special Events Committee and Chair positions.

Holds monthly committee meetings.

Establishes an events and initiatives calendar and budget for the upcoming year.

Represents the SMPS Seattle Board at events.

Uses SLACK for primary source of committee communication, and BOX for storage of all event information.

Oversight of Chairs

Coordinates the annual Kick-Off in September, annual Reign Awards event in the summer, networking events throughout the year, and supports other programming as needed.

For Events:

- Uses the Event Planner template to budget and plan each event. Stores on BOX.
- Uses the Event Request Form to prepare program announcements and facilitate timely marketing of each event.
- In-Person: Secures location, coordinates logistics and food/beverage, prepares handouts, and confirms/test audio-visual as needed.
- Virtual: Coordinates meeting logistics with Secretary as needed.

10. DIRECTOR AT LARGE: SPECIAL EVENTS (CONTINUED)

C

- Solicit for Reign Award specific sponsors.
- Solicit for raffle prizes.
- Advertise for the event, use our media partners and other industry resources, and targeted marketing emails via StarChapter
- Provide merit award submissions to Executive Committee to judge.
- Confirm with the Special Events Committee that project awards are submitted in the correct category.
- Organize the judging process. Once judges are chosen, schedule a date for a half-day judging session.
- Coordinate communications between the emcee(s) and President, who should be closely involved with developing the program content and present during portions of the program.
- Work with the Membership Committee to ensure milestone awards program.
- Submittable gallery – share the gallery online, send links out in the newsletter, post it on the Reign award Page, and share on Social media
- Order trophies for winners.
- Coordinate day-of activities, including displaying all award submittals; hosting a networking hour where attendees cast a vote for a “People’s Choice Award;” and an hour-long program that includes remarks from emcee, the judges and the president.
- People’s Choice award – votes should be counted by the SMPS Treasurer.

ANNUAL KICK-OFF

This is becoming our largest event, with 99 attendees at the 2016/2017 kick-off. It is primarily networking with a short program to recognize the incoming/outgoing board and highlight past achievements. This event is a great recruitment effort, as members can bring one non-member for free. At the event, committee directors man “stations” and attendees are incentivized to visit each station, the board tries to fill volunteer positions for the year. Ideally, this planning process has been facilitated by the outgoing Special Events Director.

OTHER EVENTS

For all other events outside of the large ones listed above you have the freedom to decide how you want to bring our chapter together. See the event history log on box.com for inspiration.

DUTIES (CONTINUED)

- Coordinates event collaterals as applicable: with President or President-Elect for sponsor banner; with Director at Large: Marketing for scrolling PowerPoint slides with sponsor and upcoming event information; and with Director at Large: Membership for nametags and registration table coverage.
- Reconciles event attendance in StarChapter and coordinate post-event survey distribution and collection/reporting with Secretary.
- Coordinates fundraising events to support the chapter as determined by the annual chapter plan.

11. DIRECTOR AT LARGE: MARKETING

C

The Director of Marketing is responsible for all chapter marketing and communications. The Director of Marketing oversees a committee that includes a Website Chair, Newsletter Chair, Public Relations Chair, Social Media Chair, Email Chair, Blog Chair, Graphics Chair, and additional committee members.

REQUIREMENTS

- Active member in good standing.
- Has volunteered for SMPS in some capacity, preferably on the Marketing Committee.

TERM LIMITS

The Marketing Director shall each be elected for a one-year term. No more than two consecutive one-year terms shall be held by the same individual.

GOALS AND GUIDELINES COMMITTEE OVERSIGHT

The marketing committee, led by the Director at Large: Marketing, is responsible for building the SMPS brand and communicating with SMPS Seattle members via the website, social media (LinkedIn, Facebook, Instagram, Twitter, Blog), newsletter, member focus groups/surveys, and any other marketing collateral.

The marketing committee is responsible for ensuring a cohesive brand in conjunction with SMPS' corporate standards. The Director of Marketing manages all branding. This includes:

- Graphic templates (event announcements, PowerPoint presentations, sponsorship boards and footers, postcards, email communications, tabletop displays, letterhead, etc.) to ensure consistent branding, providing a more unified and organized feel.
- Postcards with event listings and contests used for mailings, career fairs, and other sponsored events.
- Branded packaging for special events (i.e. created a package for PRC Sponsorship that included advertisement, exhibit booth, postcard and swag handout for the goodie bag.)

CHAPTER WEBSITE

Our chapter's website is our portal for resources and communications. Updated in January 2019 via SMPS National re-brand coordination through StarChapter, it houses our event calendar and event registration portal, social media feed, ways to get involved and other valuable resources including our blog and job bank. Events are posted on our website as early as possible and content is updated weekly by the Website Chair and overseen by the Director of Marketing. The Website Chair also serves as a backup to the newsletter and email chair.

DUTIES

Attends all monthly Board meetings, and events when possible.

Builds and maintains the Marketing Committee and Chair positions.

Holds monthly committee meetings.

Drafts a conceptual Marketing/Comms plan and budget to include PR and social media.

Maintains database of press contacts.

Coordinates with all Board members for communication needs.

Maintains Google Calendar with events and related marketing activities.

Represents the SMPS Seattle Board at events.

Works with Secretary to create digital library of SMPS Seattle collateral, including stationery, envelopes, and mailing labels. Orders printed supplies as needed.

Uses SLACK for primary source of committee communication, and BOX for storage of all marketing information.

Oversight of Chairs

Publishes chapter and partner events on SMPS Seattle website.

Publishes valuable content for members and non-members.

Manages all press releases and maintains media contacts.

Coordinates web site design, content, and updates.

Creates and publishes announcements via email, social media, and other channels.

10. DIRECTOR AT LARGE: MARKETING (CONTINUED)

C

SOCIAL MEDIA

SMPS maintains a Facebook page, LinkedIn profile, Twitter feed, Instagram feed, and Blog (hosted on StarChapter). Social media is managed by the Social Media Chair with assistance from committee members including a Blog Chair and overseen by the Director of Marketing.

WEEKLY NEWSLETTER

Weekly Email Newsletter is sent every Thursday and includes event announcements, member news, relevant industry events, other valuable content and job postings. The weekly e-newsletter was launched in January 2015 as a way to streamline our communication based on years of feedback of too many email correspondences. The newsletter is managed by the Newsletter Chair and overseen by the Director of Marketing.

EVENT ANNOUNCEMENTS

Weekly event announcements are sent every Monday via email to publicize events two to three weeks before the event. The Director of Marketing helps to establish the schedule and the Email Chair prepares the email announcement using the editorial calendar schedule (Google Calendar). The event announcement's main goal is to publicize events and increase attendance at events.

DUTIES (CONTINUED)

Photographs events and shares through SMPS website.

Maintains chapter photo files.

12. SENIOR ADVISOR

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The Senior Advisor provides objective advice, input and recommendations to the board for strategic planning, policy and action decisions, as well as provide training for leadership development. The Senior Advisor provides support to the strategic plan and assists with special projects that help move the Chapter forward. Examples include recruiting CPSMs and FSMPSs, as well as association outreach. Additionally, the Senior Advisor oversees the Chapter's formal mentorship program.

REQUIREMENTS

- Active member in good standing
- Previous SMPS Seattle board member (served full-term)
- Must have at least 10 years of professional experience and 5 years as an SMPS member (or) have a CPSM or FSMPS designation

TERM LIMITS

The Senior Advisor shall be elected for a one-year term. No more than two consecutive one-year terms shall be held by the same individual.

GOALS AND GUIDELINES

MENTORSHIP PROGRAM

In 2017, SMPS Seattle started its first formal mentorship program under the guidance of President Amy Pugh and Sr. Advisor Marcie Lohr. Within this program, mentors and mentees are asked to submit formal applications and are paired based on experience and compatibility. The program has set guidelines for how often the partners should meet, what they should report on, etc. The Board decided that the Mentorship Chair and program should fall under the supervision of the Sr. Advisor.

DUTIES

Attends all monthly Board meetings, and events when possible.

Participates in Board meetings, training, and strategic planning sessions.

Acts as Society Liaison with SMPS Headquarters and provides reports as necessary.

Acts as historian to the Board.

Oversees MULTIPY – the SMPS Seattle Mentorship Program.

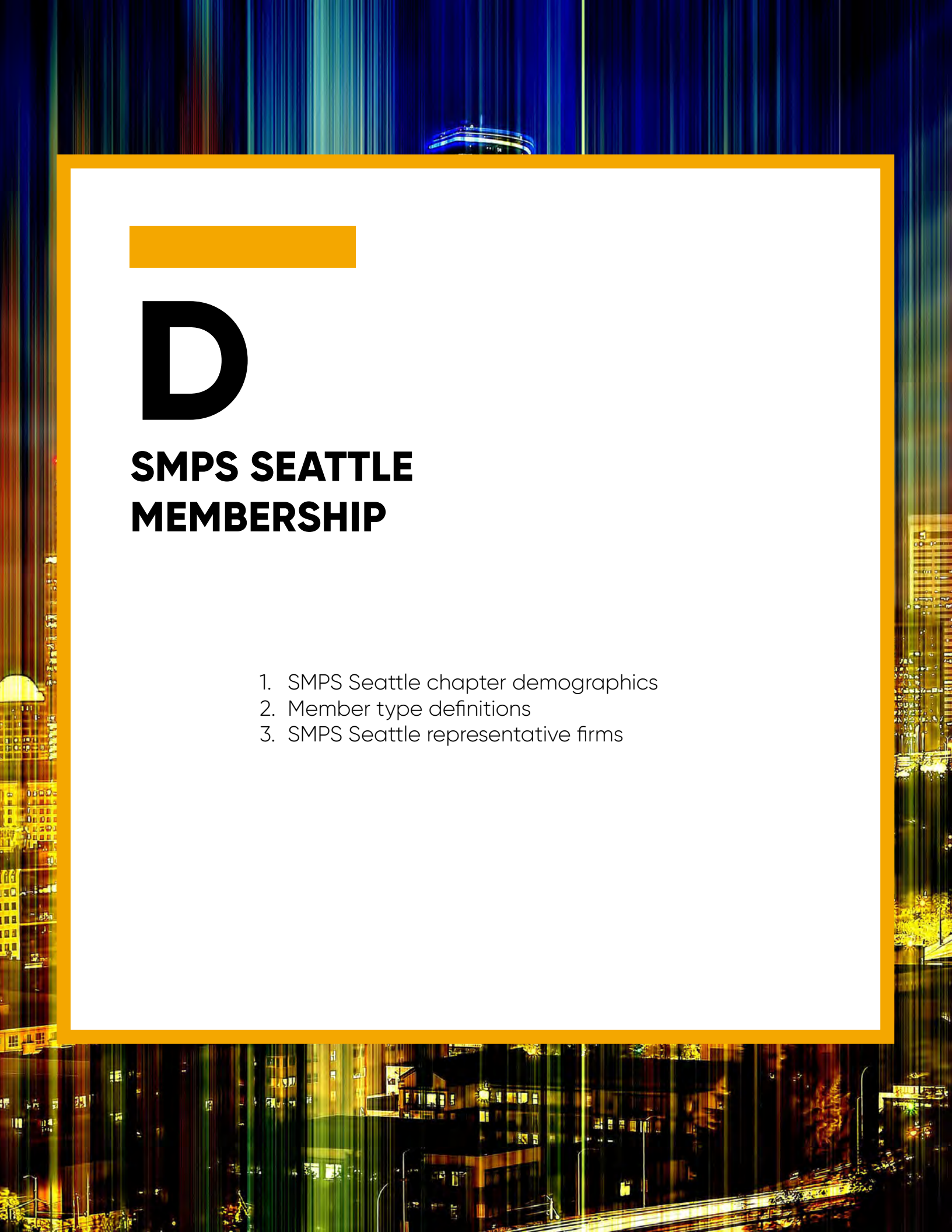
Coordinates support from Special Events Committee if needed for event(s).

Assists with scholarship reviews and other special projects as needed.

Represents the SMPS Seattle Board at events.

Attends committee meetings when expertise is needed.

Uses SLACK for primary source of communication, and BOX for storage



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SMPS SEATTLE MEMBERSHIP

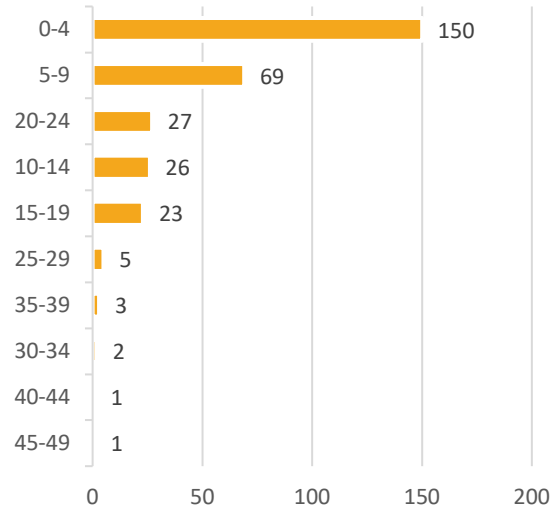
1. SMPS Seattle chapter demographics
2. Member type definitions
3. SMPS Seattle representative firms

1. SMPS SEATTLE CHAPTER DEMOGRAPHICS

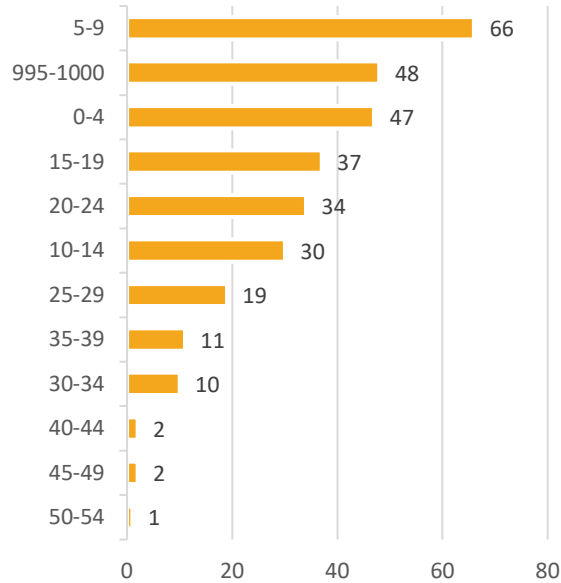
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Seattle	
Count of CPSMs:	35
Count of Members:	307

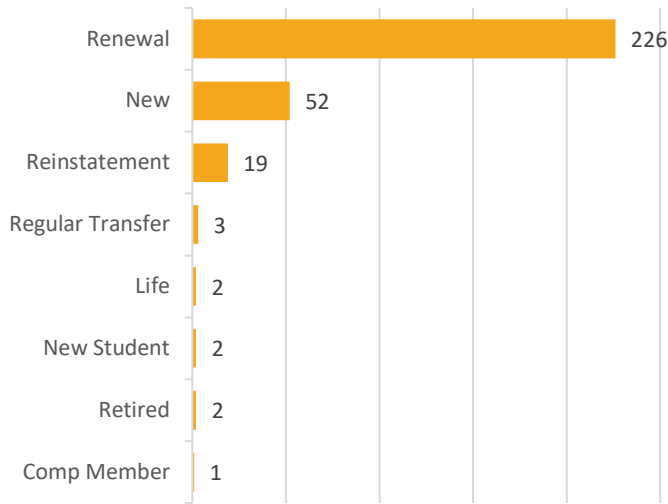
Years a Member



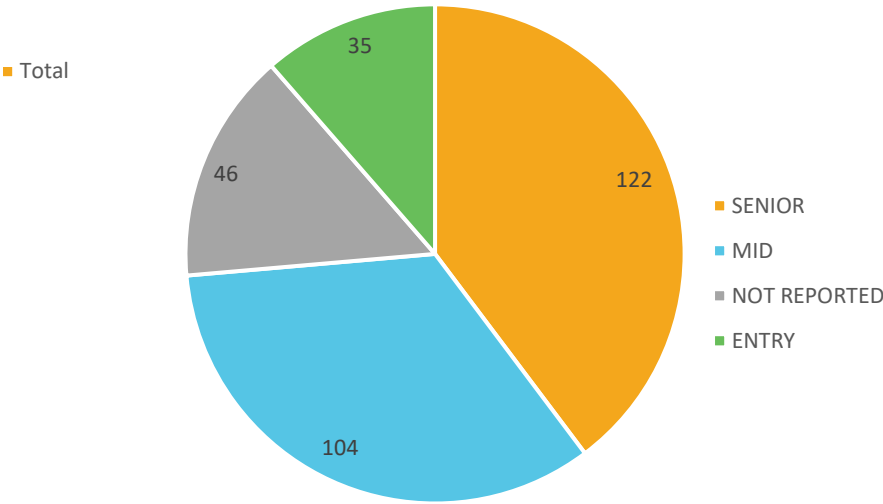
How long in AEC



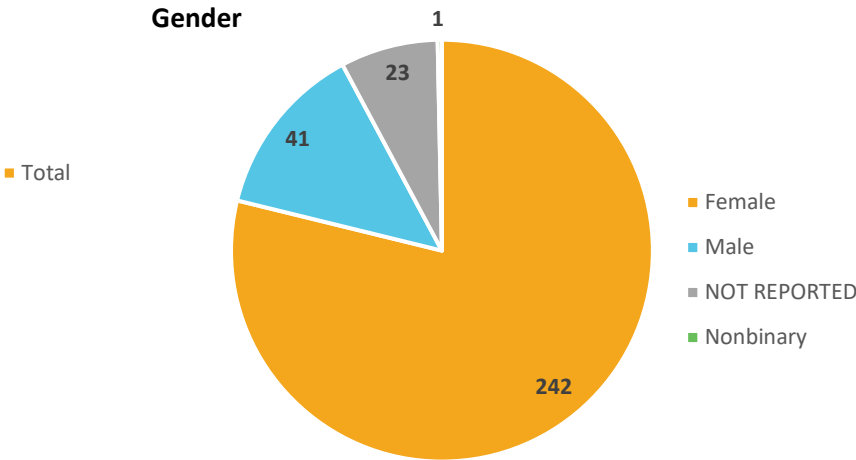
Member Type



Business Level



Gender



2. MEMBER TYPE DEFINITIONS

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MEMBER TYPE DEFINITIONS

("Regular" member refers to those individuals who are not student, retired, or lifetime members.)

- **New Regular Member (RN).** An individual who is new to SMPS.
- **Renewing Regular Member (RR).** A member who renews his/her membership annually.
- **Reinstating Regular Member (RS).** A member who has let his/her membership lapse more than three months and wishes to rejoin after being dropped. This member may reinstate their membership any time and pay the standard renewal dues.
- **Student Member (SN or SR).** Student membership in the Society is available to students enrolled in a full-time study program at an accredited post-secondary institution or to part-time students who are not employed full-time in the A/E/C industry or not otherwise eligible for regular membership in SMPS. A Student member is not eligible to vote or to serve as a member of the Board of Directors. Once a student member no longer qualifies under the above requirements, he/she may continue his/her SMPS membership one additional year for \$25.
- **Transfer Member (RT).** A transfer member is an individual who has taken over the remainder of another member's membership. This person may or may not be new to SMPS or to a chapter. They have simply taken over a membership their firm has paid for previously (see Interim Member below). There is no cost to transfer a membership.
- **Interim Member (RI).** When a member leaves a firm that paid for his/her membership, the firm may "transfer" that SMPS membership to another individual. If they do so, the member who has left the firm automatically becomes an Interim member (at no cost) continuing his/her membership through the original expiration date.
- **Life Member (LM).** Distinguished Life membership in the Society is automatically awarded to each National President of the Society upon completion of his or her term of office. In addition, the Board of Directors may award Distinguished Life membership to other individuals who have made extraordinary contributions towards enabling the Society to accomplish its purposes and goals. Distinguished Life members shall be exempt from payment of membership dues.
- **Retired Member (R).** Retired membership is available to any regular member in good standing who is retired and who has been an active member of SMPS for a minimum of 15 years. Upon electing this status, a retired member will no longer be eligible to vote or to serve as a member of the Board of Directors.
- **Prospect Member (P).** Prospective Member
- **Former Member (FM).** Was a member in the past but let his/her membership lapse.

3. SMPS SEATTLE REPRESENTATIVE FIRMS

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1 Alliance Geomatics, LLC
A&E Design
Abbott Construction
Absher Construction Company
AEI/Affiliated Engineers, Inc.
AHBL, Inc.
AIA Seattle + Design in Public
AISC
Aldrich + Associates
Anchor QEA
Andersen Construction
Ankrom Moisan Architects A
pollo Mechanical Contractors
Arup
Aspect Consulting
Atelier Drome
Auburn Mechanical
Axiom Engineering, PLLC
B+H Advance Strategy
Barghausen Consulting Engineers, Inc
Bassetti Architects
Bayley Construction
Baylis Architects
BCRA
Bear Group
Bernardo-Wills Architects, PC
BHC Consultants LLC
Bill Strong Consulting Blueline
BNBuilders
Bouten Construction Company
Buildingwork
Century West Engineering
CKC Structural Engineers
Clark Construction
Cochran, Inc.
Coffman Engineers
Collaborative Companies
Communication Resources Northwest LLC
Compass Construction
Cooper Architects

Cornerstone General Contractors, Inc.
Coughlin Porter Lundeen
Cushing Terrell
David Evans and Associates, Inc.
DCI Engineers
Degenkolb Engineers
Design West Engineering
Dibble
Dick Anderson Construction
DKS Associates
DLR Group
Dovetail
DOWL
e4h architecture
Ecotope
EHS International Inc
Elcon Associates, Inc.
Elevate Marketing Advisors
Elliott Bay Design Group
ESM Consulting Engineers, LLC
FCS Group
Foushée
Foy Group Corporation
FSi Engineers
GEI Consultants
GeoEngineers, Inc.
GGLO Design
Gibbs & Olson
Glosten
Glumac
GLY Construction
Hainline
Hansen-Rice, Inc.
Hargis Engineers Inc
Hart Crowser, a division of Haley & Aldrich
HBB Landscape Architecture
HDR
Helix Design Group
Hensel Phelps
Hermanson Company

3. SMPS SEATTLE REPRESENTATIVE FIRMS (CONTINUED)

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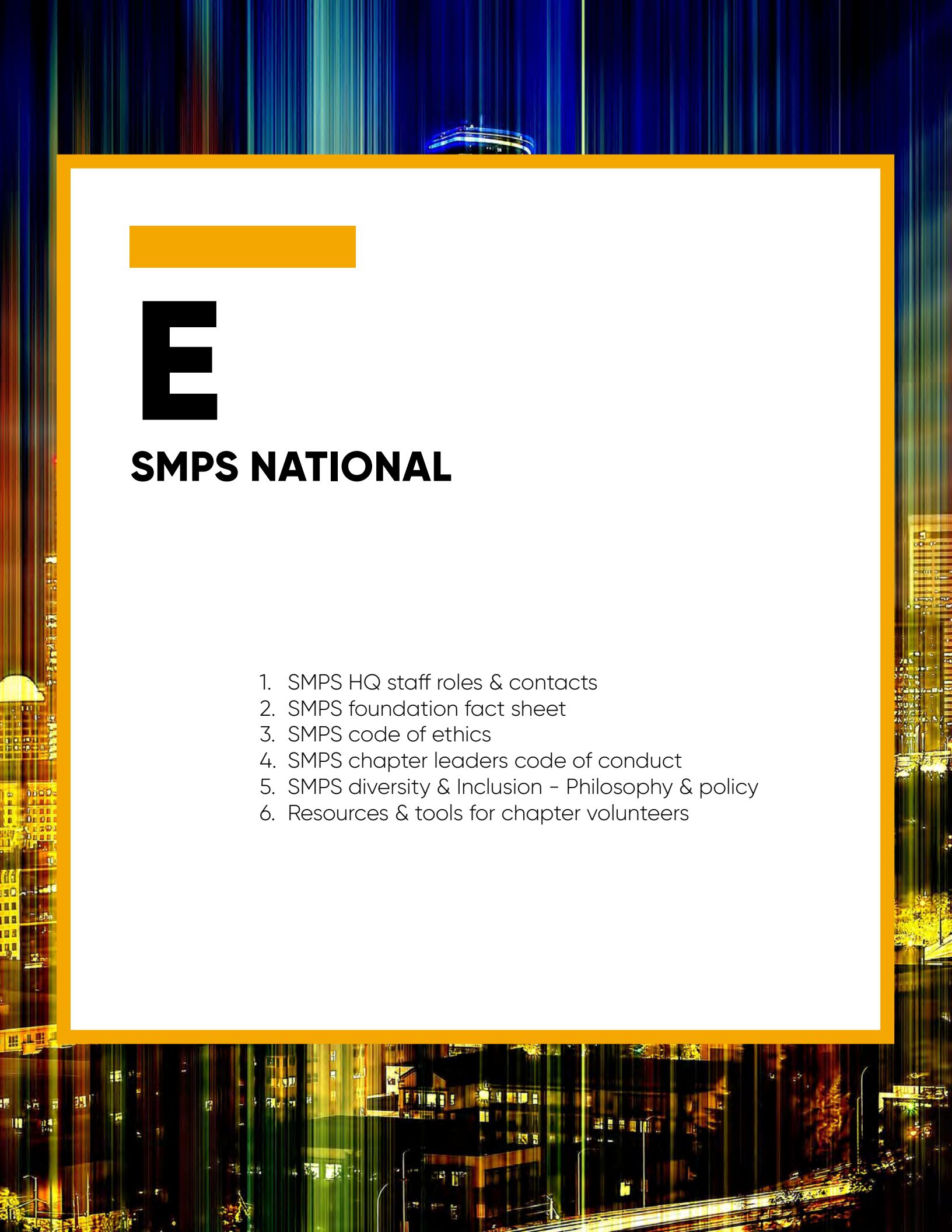
Herrera Environmental Consultants
Hewitt Architects Inc
HNTB Corporation
Holmberg Mechanical
Howard S. Wright
HW Lochner, Inc.
IMCO General Construction, Inc
Indeeza Creative Studio
Integrus Architecture, P.S.
JA Brennan Associates ,PLLC
Jacob's Engineering Group Inc
jbm+c
Jimale Technical Services, LLC
Johnston Architects
Johnston Training Group
JPC Architects
JTM Construction
KBA, Inc.
Kiewit
Kirtley-Cole Associates
KPFF Consulting Engineers KPG
Land Morphology
LMN Architects
LPD Engineering PLLC
Lund Opsahl
Lydig Construction Inc
MacDonald-Miller Facility Solutions
MacKay Sposito
Mahlum
MAKERS architecture and urban design, LLP
Matt Hays, Consultant
Mazzetti
MCAWW
McElhanney Consulting Services Ltd.
McGranahan Architects
McMillen Jacobs Associates
MG2
Michael Baker International
Middle of Six | Marketing Consultants
Mithun

Moffatt & Nichol
Mortenson
MW Consulting Engineers
NAC Architecture
Natural Systems Design
NBBJ
Nexus
Northwest Hydraulic Consultants
Norton Corrosion Limited
O'Brien360
OCMI, Inc.
Olson Kundig Architects
Osborn Consulting
Otak Inc.
P2S Inc.
PACE Engineers, Inc.
Pacific Mobile Structures, Inc.
PAE Consulting Engineers
Parametrix
PCS Structural Solutions
Perkins&Will
Perteet Inc
Pilchuck Business Consulting
PND Engineers, Inc.
POWER Engineers
Premier Building Systems
Prime Electric
ProDims LLC
Quezada Consulting
Raedeke Associates
Rafn Company
Reid Middleton Inc
RH2 Engineering
Rice Fergus Miller
RMC Architects
Rock Project Management Services, LLC
Rolluda Architects Inc
Runberg Architecture Group
Rushing
Ryan Companies US, Inc.

3. SMPS SEATTLE REPRESENTATIVE FIRMS (CONTINUED)

D

SABArchitects
Salas O'Brien
Salus Architecture
Sazan Environmental Services
Sazan Group Inc
Schuchart
SCJ Alliance
Sellen Construction
Shannon & Wilson, Inc.
SHKS Architects
Sierra Construction
Skanska
SMA Architects P.C.
Spees Design Build
Stepherson & Associates Communications
Studio Meng Strazzara
Swenson Say Faget
Swinerton
Tarragon
Ted Sive Consulting
Tetra Tech
The Berger Partnership
The Miller Hull Partnership
The Riley Group
The Rush Companies
The Walsh Group
The Watershed Company
Tiger Construction
Transpo Group
Tri Star Team RE/MAX NW
Turner Construction
UMC
Vanir Construction Management, Inc.
VIA Architetcure
Walsh Construction Co.
Welsh Commissioning Group, a division of Performance Validation, Inc.
Wenaha Group
Wiss, Janney, Elstner Associates, Inc.
Wood Harbinger
WSP



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SMPS NATIONAL

1. SMPS HQ staff roles & contacts
2. SMPS foundation fact sheet
3. SMPS code of ethics
4. SMPS chapter leaders code of conduct
5. SMPS diversity & Inclusion – Philosophy & policy
6. Resources & tools for chapter volunteers

1. SMPS HQ STAFF ROLES & CONTACTS

E

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2. SMPS FOUNDATION FACT SHEET

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ABOUT THE SMPS FOUNDATION

The SMPS Foundation is the 501(c)(3) organization established by the Society for Marketing Professional Services (SMPS) to promote research and education that advances the body of knowledge in professional services marketing.

The SMPS Foundation:

- Identifies topics for research projects
- Raises money to fund research projects
- Hires third-party researchers to oversee funded studies
- Conducts outreach to create awareness and promote the SMPS Foundation's research

Learn more at <https://www.smeps.org/about/smeps-foundation/>

HOW THE SMPS FOUNDATION CAN HELP YOU AND YOUR CHAPTER

TRANSFORMATIVE RESEARCH AND CHAPTER PRESENTATIONS

The SMPS Foundation has a commitment to all SMPS members and stakeholders to deliver top-notch research to transform your businesses through marketing leadership. It actively promotes recognition of professional services marketing as an essential element of the modern A/E/C business model. The SMPS Foundation seeks to identify and evaluate evolving marketing practices and to provide marketers with information and tools needed to achieve effective results in the changing business environment. The SMPS Foundation can make a presentation to your chapter on one of its research papers or other topics of interest.

WHITEPAPERS & RESEARCH

Thanks to the generosity of our many donors, the SMPS Foundation regularly produces research reports, white papers, books, and other publications. Here you will find our most popular and recent additions to our work.

Learn more and download SMPS Foundation publications at www.smeps.org/foundationresearch-and-white-papers.

ENDOWMENT FUND DONATIONS AND SCHOLARSHIPS

The SMPS Foundation established an endowment fund to honor deceased SMPS members who served in formal leadership roles for the Society and/or the SMPS Foundation. Earnings from the endowment will support leadership and learning opportunities for SMPS members. These activities may include underwriting or offering scholarships to attend Build Business, The Pinnacle Experience, or other events hosted by SMPS. Announcements of scholarship opportunities will be sent by email and posted on www.smepsfoundation.org. Donations may be made to this fund by contacting Antonio Payne at antonio@smeps.org.

HOW SMPS SEATTLE CAN HELP THE FOUNDATION

Promote the SMPS Foundation within your chapter—share news from the SMPS Foundation at your chapter meetings.

Participate in the Chapter Challenge—every gift makes a difference. All chapters who make a contribution will be recognized at AMPLIFY AEC and on the SMPS Foundation website.

If you typically make a donation in the name of your speakers for a program, consider a gift to the SMPS Foundation.

Dedicate one program per year toward fundraising and outreach for the SMPS Foundation. One easy idea is to round up the per-attendee cost of a program and donate the rounded-up amount to the SMPS Foundation.

Encourage your new and renewing members to opt in to support the SMPS Foundation by checking the box on the membership form. Donations may be tax deductible as a charitable contribution for tax purposes (USA only).

Contact the SMPS Foundation to request a member of the board of trustees to give a presentation on one of its research papers to your chapter.

DONATE ONLINE

www.smepsfoundation.org

TEXT "Give 25" (to give \$25, or enter any amount) to (703) 991-6181 and follow the prompts

DESIGNATE Society for Marketing Professional Services Foundation as your AmazonSmile charity of choice

3. SMPS CODE OF ETHICS

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CODE OF ETHICS

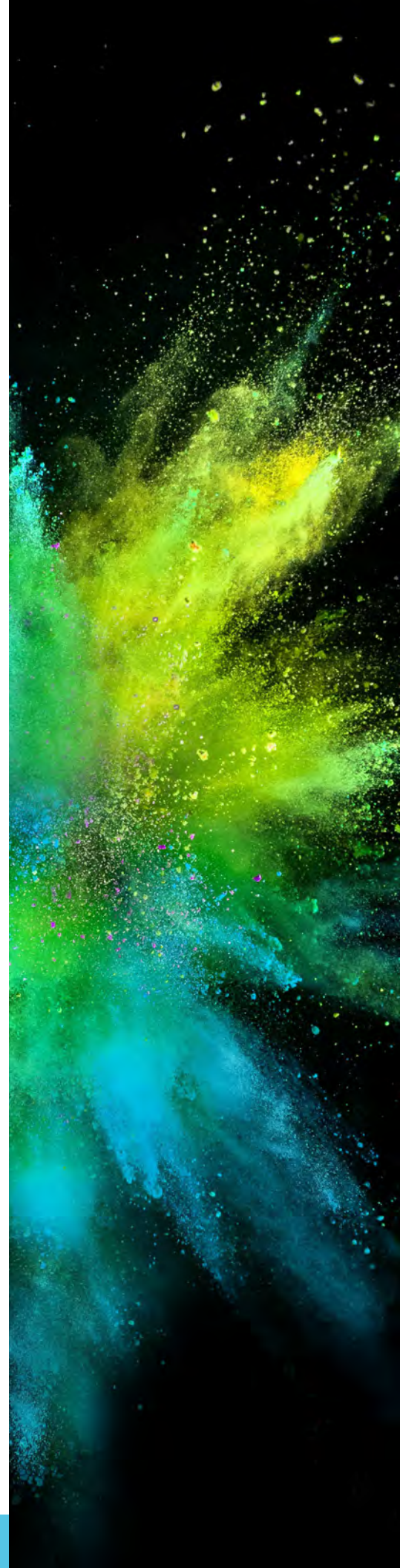
Revised and approved: **April 10, 2019, by the SMPS Board of Directors**

The Society for Marketing Professional Services is a not-for-profit organization whose purpose is to promote the professional and educational advancement of persons engaged in marketing professional services to the built and natural environment. As such, we the members of the Society, recognizing our obligation to maintain high standards of individual professional behavior in our pursuit of profitable work for our firms, as well as our responsibility to promote these same standards within our representative firms, set forth this Code of Ethics as a guide for the fulfillment of those obligations and responsibilities.

As a member of The Society for Marketing Professional Services, I pledge to:

- Adhere to the Society's bylaws and Articles of Incorporation.
- Exhibit honesty, integrity, and fairness in all dealings with the Society, with its members and with its members' firms, clients, consultants, and suppliers.
- Seek work that is legal and nurtures a positive environmental impact on mankind.
- Demonstrate, uphold and defend, at all times, ethical marketing practices with anyone having cause to utilize services provided by me, or by other members of the Society and /or their respective firms.
- Respect the confidentiality of the work in which I am involved.
- Exercise care, discretion, and judgment in the daily practice of my profession.
- Refrain from engaging in activities that exploit the Society, its members, or the profession at large.
- Strive continually to elevate respect and recognition for marketing professionals and the Society at the local, state, and national levels.
- Encourage interface and cooperation with peer organizations.
- Support the Society and participate in the activities of my local chapter.
- Maintain the highest level of professional and personal conduct in public, at events, and when using all forms of communication.

This Code of Ethics was adopted to promote and maintain professionalism and synergy within the membership of SMPS. Adherence to these standards is required for membership in the Society and serves to assure public confidence in the integrity of the Society.



4. CHAPTER LEADER CODE OF CONDUCT

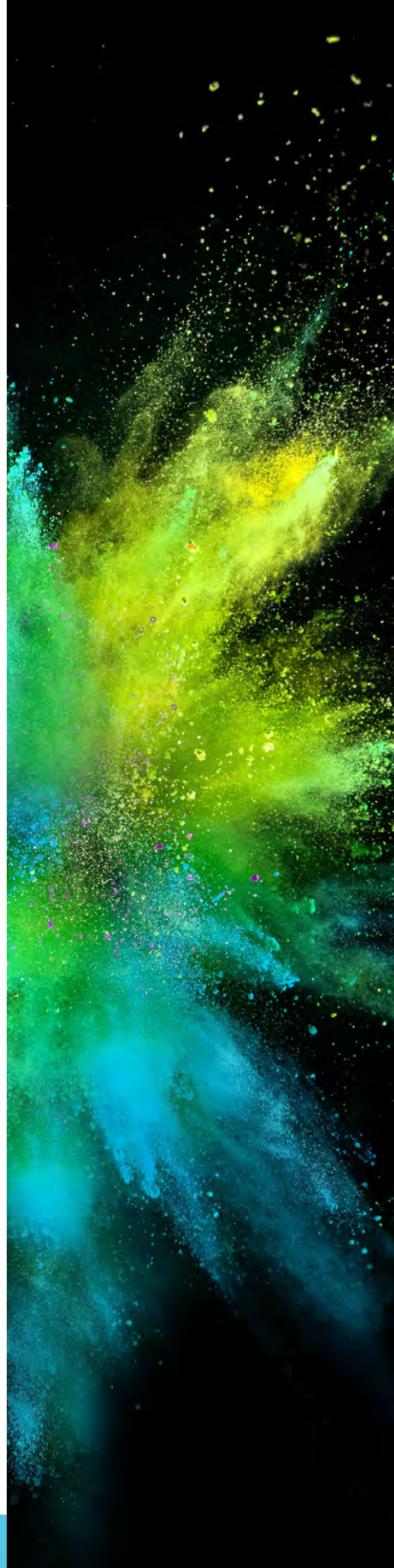
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CHAPTER LEADERS CODE OF CONDUCT

The SMPS Chapter Board commits itself and all volunteers to ethical, businesslike, and lawful conduct, including proper use of authority and appropriate decorum when acting on behalf of SMPS and our chapter.

Board members and volunteers of this chapter will at all times conduct themselves in a manner that:

- Supports the mission, vision, values, goals, and objectives of the Society.
- Serves the overall best interests of the Society rather than any particular constituency.
- Brings credibility and good will to the Society, and takes no action nor creates any perception that may bring discredit to the good name and credibility of the Society.
- Respects principles of fair play and due process.
- Demonstrates respect for individuals in all manifestations of their cultural and linguistic diversity and life circumstances.
- Respects and considers diverse and opposing viewpoints.
- Demonstrates due diligence and dedication in preparation for and attendance at meetings, special events, and all other activities on behalf of our chapter.
- Ensures that the financial affairs of our chapter are conducted in a responsible and transparent manner with due regard for their fiduciary responsibilities.
- Avoids real or perceived conflicts of interest.
- Complies with the Bylaws and policies of the Society and our chapter.
- Publicly acknowledges and adheres to decisions legitimately taken in the transaction of the Chapter's business. A member of the Board or other volunteer shall have the right to propose to the Board that a decision previously made be modified, rescinded, or reversed.
- Demonstrates professional, courteous, and respectful behavior when using social media. At all times, volunteers must be aware that they are a representative of SMPS, and their communications should reflect such.



5. SMPS DIVERSITY & INCLUSION – PHILOSOPHY & POLICY

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DEI PHILOSOPHY & POLICY

Approved: June 16, 2021 by the SMPS Board of Directors

SMPS recognizes, respects, and values the dignity of all people. We are united in our stance against all forms of injustice and inequity. SMPS commits to actively champion diversity, equity, and inclusion (DEI) within our organization, the firms we represent, the communities we serve, and the architecture/engineering/construction (A/E/C) industry. We are intentionally working to increase participation in our organization and the A/E/C industry by underrepresented groups; advocate for recruitment and retention of professionals of all backgrounds by creating inclusive and welcoming environments; and promote equality and opportunities for advancement in the Society and industry overall. Together, we can transform our businesses, enhance membership experiences, and influence change in our communities.

We recognize that our diversity is reflected by our different people and firms. We believe our varying ethnicities, cultures, genders, sexual orientations, ages, levels of experiences, physical abilities, and other differences benefit us as individuals and as an organization. In SMPS, we will organize and promote programs and activities that espouse our beliefs and increase awareness, understanding, recruitment, and participation of diverse persons and firms.

ACTION PLAN

SMPS is dedicated to strengthening equitable and inclusive practices, and through the DEI Task Force and Society leadership, we will:

- Develop and provide proper training materials, toolkits, and guides to encourage DEI, allyship, and relevant conversations for our chapters and members.
- Provide resources and references from diverse individuals who can provide a different and profound perspective, especially in panels or speaking events, allowing others the chance to speak and engage audiences of their peers.
- Cultivate exposure opportunities to enhance awareness of professional services marketing career paths for K-12, community colleges, and higher education institutions, targeting underrepresented groups.
- Broaden recruitment, participation, retention, and involvement efforts to build a more engaged and inclusive network.
- Identify research opportunities for the SMPS Foundation that support DEI competencies among professionals and firms.
- Through the SMPS Foundation, provide \$25,000 in scholarships for the 2021-2022 academic year to students attending historically black colleges and universities (HBCUs) to provide awareness and accessibility to the A/E/C industry. Scholarship recipients will also receive mentorship, support, and access to SMPS programming through a student membership.
- Expand strategic partnerships with other A/E/C organizations and DEI entities that support this mission allowing us to fight in strength and numbers.

We recognize this effort is ongoing and we are just beginning our journey to transformational change.



6. RESOURCES AND TOOLS FOR CHAPTER VOLUNTEERS

E

RESOURCES & TOOLS FOR SMPS CHAPTER VOLUNTEERS

Valuable resources and information can be found on the I am a Chapter Leader website:

<https://www.smps.org/chapters/i-am-a-chapter-leader/>

AWARDS

<https://www.smps.org/members/recognition/>

- Member Awards
 - Fellows
 - Marketing Achievement Award Recipient
 - Marketing Communication Awards
- Chapter Awards
 - Pivot & Focus Award
 - Chapter President of the Year Award

COMMUNICATIONS

- Smart practices (chapter manual)
- SMPS branding guidelines
- Content for chapter publications
- Survey Monkey account access

EDUCATION

- Certification study group assistance
- Chapter education event reports (compilation of all chapters)
- Meeting planning from A-Z (chapter manual)
- Chapter discounts for Build Business
- Sample program surveys (survey Monkey)

GOVERNANCE & ADMINISTRATION

- ByLaws
- Strategic Planning
- Chapter visits (SMPS staff and board)
- Meetings with board (as requested)
- Financial guidance
- Position descriptions for chapter board

MANUALS & TOOLKITS

- Chapter Management Manuals
 - Awards, Recognition and Sponsorship
 - Communications
 - Education and Certification
 - Finance and Administration
 - Governance and Strategic Planning
 - Membership
- Chapter Toolkits
 - Strategic Planning Toolkit
 - Finance Toolkit: A Guide for SMPS Chapter Treasures

MEMBERSHIP

- Recruitment mailings
- New member notification to membership chairs
- Models and samples (MySMPS)
- SMPS chapter membership reports (www.smps.org/extranet)
- Sample membership surveys (SurveyMonkey)
- Support with membership campaigns (giveaways, reports, and more)

MYSMPS (all chapter leaders community)

- Management resources and tools
- Models and samples
- Winning submittals of chapter awards
- Finance and administration
- Membership reports
- Education and programs information
- Marketing and ads and collateral
- Strategic planning resources
- Chapter management manuals and toolkits
- And so much more!

TRAINING & CONNECTING

- President's Leadership Symposium (PLS) (21/2 day program for presidents-elect)
- Society Volunteer Forums
 - Regional Conferences
 - AMPLIFY AEC
- PLS reunions at the national conference
- Training webinars (SMPS YouTube)

6. RESOURCES AND TOOLS FOR CHAPTER VOLUNTEERS (CONTINUED)

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IMPORTANT LINKS

SMPS ANNUAL CALENDAR FOR CHAPTER VOLUNTEERS

<https://www.smps.org/chapters/i-am-a-chapter-leader/chapter-volunteer-calendar/>

EXTRANET (DESIGNATED VOLUNTEERS ONLY)

<https://cart.smps.org/4DCGI/smps/chapters/index.html?menukey=2>

ALL CHAPTER LEADERS COMMUNITY ON MYSMPS

<https://my.smps.org/communities/community-home?CommunityKey=b9df1a8c-0076-4e0f-a9d1-c45a3bb296f9>

ALL CHAPTERS LEADERS LIBRARY DOCUMENTS

<https://my.smps.org/communities/community-home/librarydocuments?communitykey=b9df1a8c-0076-4e0f-a9d1-c45a3bb296f9&tab=librarydocuments&LibraryFolderKey=&LibraryFolderKey=3109b524-f6b8-46a1-ac34-e1d33cb54d7c&DefaultView=folder>

TIPS, FAQs AND RESOURCES FOR EACH SPECIFIC BOARD POSITION

<https://www.smps.org/chapters/i-am-a-chapter-leader/chapter-leader-tips/>

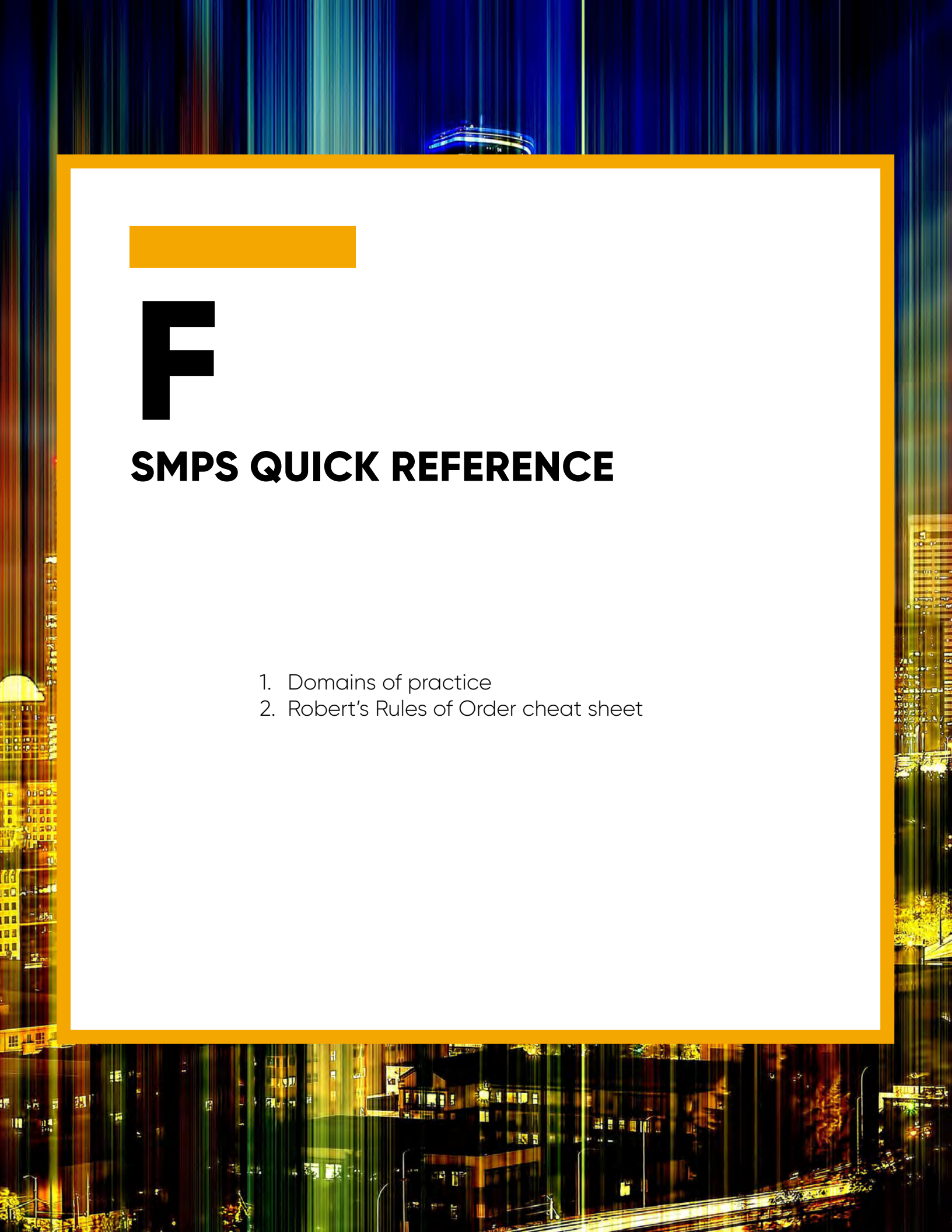
SMPS FOUNDATION AEC RESEARCH

<https://www.smps.org/resources/research/>

LEARNING LABS (BI-MONTHLY FREE PROGRAMS TO SMPS MEMBERS)

<https://www.smps.org/learning/continuing-education/lunch-time-learning-labs/>





F

SMPS QUICK REFERENCE

1. Domains of practice
2. Robert's Rules of Order cheat sheet

1. DOMAINS OF PRACTICE

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THE DOMAINS OF PRACTICE FOR PROFESSIONAL SERVICES MARKETING

The Society for Marketing Professional Services (SMPS) is the only marketing association offering A/E/C professionals the network, knowledge, and training to build business.

In 1997 and again in 2013, working with the Professional Testing Corporation, SMPS analyzed the practice of professional services marketing to articulate and confirm the body of knowledge and skills most critical to competency. The resulting knowledge areas and skill sets are classified under the six Domains of Practice for Professional Services Marketing, outlined on the following pages:

1. **Marketing Research**
2. **Marketing Planning**
3. **Client and Business Development**
4. **Proposals**
5. **Promotional Activity**
6. **Management**

PUT THE DOMAINS TO WORK FOR YOU AND YOUR FIRM

The Domains of Practice for Professional Services Marketing are presented as sets of rows and columns. The rows represent skill sets, and the columns represent knowledge areas.

You can use this document to advance your career and build your business.

PLAN FOR ADVANCEMENT

Review the knowledge areas and skill sets in each domain to self-evaluate your level of mastery. Then, pursue professional development opportunities in areas in which you need to develop your skills. Discuss and document your goals, plans, and progress with your supervisor or management team.

A time-tested path to career advancement is certification. SMPS certifies A/E/C marketers and business developers through its Certified Professional Services Marketer (CPSM) Program. To earn the CPSM designation, candidates must meet educational and experience requirements, pass a rigorous written examination, and pledge to abide by the CPSM Code of Ethics. Successful candidates are recognized as having the knowledge and skills to generate profitable business in the A/E/C marketplace. These Domains of Practice are the foundation of the CPSM program.

To help candidates prepare for the exam, SMPS and its chapters offer educational programs, study groups, and publications. Learn more at smps.org/certification.

AUDIT YOUR FIRMS MARKETING AND BUSINESS DEVELOPMENT PROGRAM

The final column in each domain matrix is labeled "Marketing Audit." Use this column to evaluate the skill sets in each domain as marketing activities. Which of these activities are included in your firm's marketing and business development program? Review this document with your marketing and/or management team to determine where you can expand or strengthen your efforts.

SMPS provides professional development, publications, tools, and an annual conference to support effective marketing and business development practices in A/E/C firms.

To learn more, please visit www.smeps.org.

1. DOMAINS OF PRACTICE HOW TO EARN YOUR CPSM

F

EARN YOUR CPSM!

The Domains of Practice form the foundation of SMPS's certification program. When you earn the Certified Professional Services Marketer (CPSM) designation, you position yourself as an expert committed to the highest standards of professional excellence. The designation differentiates you from other professionals, benefits your firm, and prepares you with leadership skills to take your career to the next level.

Recently, SMPS analyzed the practice of professional services marketers and business developers to confirm the body of knowledge and skills most critical for competency. These knowledge areas and skill sets were then classified under six Domains of Practice for Professional Services Marketing.

START

To become a CPSM, you must prove proficiency in these six Domains of Practice:

01

MARKETING RESEARCH

Marketing research is executed to gather, record, and analyze data related to marketing a firm's services. The data can be used to identify and define marketing opportunities; generate, refine, and evaluate marketing actions; monitor marketing performance; and forecast trends.

04

MARKETING PLANNING

The marketing plan serves as a map to define a firm's market prospects and key market characteristics. The plan should include marketing goals and strategies to ensure successful direction to the team, as well as information on how marketing budgets and efforts should be spent.

02

CLIENT AND BUSINESS DEVELOPMENT

Business development involves relationship building with current and prospective clients, often prior to a request for proposal. Through interaction with the client, development activities may include calls, visits, correspondence, social media, referrals, and trade-shows.

05

PROPOSALS

Proposals are prepared in response to a specific solicitation where the project and scope of work are identified. Proposals can include general firm information, relevant projects, a technical project approach, and key staff résumés.

03

PROMOTIONAL ACTIVITY

This undertaking includes all forms of communications and inbound/outbound marketing. Some examples include advertising, direct mail, web site, social media, brochures, presentations, special events, public relations, and press releases.

06

MANAGEMENT

Management involves coordinating the efforts of staff and/or consultants to accomplish marketing goals and objectives. Using available resources, management effectively plans, organizes, staffs, and directs projects of an organization or firm.

Put the Domains to work for you and your firm!

1. DOMAINS OF PRACTICE HOW TO EARN YOUR CPSM

F

SKILLS CHECKLIST

Review the knowledge areas and skill sets in each domain to self-evaluate your level of mastery or need to develop your skills. Discuss and document your goals, plans, and progress with your supervisor or management team.



MARKETING RESEARCH

- ☐ Monitor social, demographic, cultural, and economic trends
- ☐ Monitor industry-related market information
- ☐ Read publications relevant to a target market
- ☐ Forecast trends
- ☐ Set up methodologies for collecting and evaluating information
- ☐ Maintain a network of contacts to keep abreast of relevant markets and trends
- ☐ Design/Evaluate research studies
- ☐ Analyze/Document research results
- ☐ Participate in market research activities
- ☐ Monitor federal, state, and local regulatory matters
- ☐ Read marketing reference materials
- ☐ Gather data using interviews, surveys and focus groups



MARKETING PLANNING

- ☐ Analyze data of relevant industries and competitors
- ☐ Analyze relevant historical and contemporary data
- ☐ Analyze market data
- ☐ Interpret market research results
- ☐ Conduct a SWOT analysis
- ☐ Collect industry marketing cost data
- ☐ Participate in strategic planning
- ☐ Develop a vision statement, goals and objectives
- ☐ Facilitate the planning process
- ☐ Select target markets
- ☐ Create a marketing plan/budget
- ☐ Set marketing goals
- ☐ Manage implementation of a marketing plan/budget
- ☐ Estimate the impact of marketing on the bottom line and the return on investment
- ☐ Conduct a cost/benefit analysis
- ☐ Provide a progress report on the marketing plan
- ☐ Revise the marketing plan



CLIENT AND BUSINESS DEVELOPMENT

- ☐ Create business development strategies
- ☐ Research prospective client industries
- ☐ Pre-qualify a client/project
- ☐ Build a relationship with prospective clients
- ☐ Maintain contact databases
- ☐ Maintain a relationship with past clients
- ☐ Measure client satisfaction
- ☐ Address issues from a client satisfaction survey
- ☐ Participate in client business development activities
- ☐ Develop client-specific business development plans
- ☐ Develop project-pursuit or capture plans
- ☐ Conduct client perception studies



PROPOSALS

- ☐ Conduct and participate in an RFQ/RFP strategy session
- ☐ Determine the firm's capability to perform the requested project
- ☐ Make a go/no-go decision
- ☐ Complete government forms
- ☐ Identify firms for teaming/partnering
- ☐ Determine the value of the project to the firm
- ☐ Determine the fee structure
- ☐ Determine the history and culture of the project/building site
- ☐ Draft a proposal
- ☐ Oversee production of a proposal
- ☐ Draft a letter of intent
- ☐ Develop a presentation of a proposal
- ☐ Prepare proposal presentation materials
- ☐ Identify presentation personnel, meeting space and equipment needs
- ☐ Use desktop publishing software
- ☐ Identify client hot buttons
- ☐ Identify affirmative action and M/WBE opportunities
- ☐ Arrange for audio/visual aids
- ☐ Conduct a presentation rehearsal
- ☐ Present a presentation
- ☐ Perform contract negotiations
- ☐ Draft/Sign a contract
- ☐ Develop a system/schedule for tracking proposal elements
- ☐ Conduct a post-award debriefing regardless of outcome
- ☐ Develop a proposal QA/QC process
- ☐ Develop a proposal close-out process



PROMOTIONAL ACTIVITY

- ☐ Develop corporate identity
- ☐ Develop a unique value proposition
- ☐ Plan trade show activities
- ☐ Maintain a press list
- ☐ Develop a communications/social media plan
- ☐ Maintain a web presence
- ☐ Manage expenditures consistent with the budget
- ☐ Develop an advertising plan
- ☐ Place advertisements
- ☐ Develop corporate entertainment strategies
- ☐ Represent the firm at external events
- ☐ Draft press releases
- ☐ Draft newsletter or journal articles
- ☐ Create electronic/video promotional materials
- ☐ Coordinate photography
- ☐ Interview vendors and consultants
- ☐ Select vendors and consultants
- ☐ Manage and direct activities of consultants
- ☐ Prepare award competition entries
- ☐ Coordinate firm special events
- ☐ Train staff to interact with media



MANAGEMENT

- ☐ Supervise marketing and support staff
- ☐ Communicate across departments and/or branch offices
- ☐ Develop information management systems
- ☐ Develop an internal communications program
- ☐ Conduct marketing training sessions
- ☐ Conduct marketing and BD training for technical staff
- ☐ Attend professional development activities
- ☐ Develop marketing incentive systems
- ☐ Recruit personnel
- ☐ Evaluate the production process to improve efficiency
- ☐ Comply with business and accounting principles
- ☐ Select a customer relationship management (CRM) system
- ☐ Maintain a customer relationship management (CRM) system
- ☐ Promote a firmwide business development culture

2. ROBERT'S RULES OF ORDER CHEAT SHEET

F

Robert's Rules of Order is a manual of parliamentary procedures that governs most organizations with boards of directors. Robert's Rules of Order are a provision of each of the SMPs chapter's bylaws normally stated as the following:

"The rules contained in the most recent edition of Robert's Rules of Order shall provide the rules of procedure for the Chapter where they are not inconsistent with the provisions of the Articles of Incorporation or these bylaws."

TYPES OF MOTIONS

- Main Motion: Introduce a new item
- Subsidiary Motion: Change or affect how to handle a main motion (vote on this before main motion)
- Privileged Motion: Urgent or important matter unrelated to pending business
- Incidental Motion: Questions procedure of other motions (must consider before the other motion)
- Motion to Table: Kills a motion
- Motion to Postpone: Delays a vote (can reopen debate on the main motion)
- Point of Information: A member may need to bring up an additional point or additional information (in the form of a non-debatable statement) so that the other members can make fully informed votes.
- Point of Inquiry: A member may use point of inquiry to ask for clarification in a report to make better voting decisions.
- Point of Personal Privilege: A member may use point of personal privilege to address the physical comfort of the setting such as temperature or noise. Members may also use it to address the accuracy of published reports or the accuracy of a member's conduct.

EVERY MOTION HAS 6 STEPS

1. Motion: A member rises or raises a hand to signal the chairperson.
2. Second: Another member seconds the motion.
3. Restate motion: The chairperson restates the motion.
4. Debate: The members debate the motion.
5. Vote: The chairperson restates the motion, and then first asks for affirmative votes, and then negative votes.
6. Announce the vote: The chairperson announces the result of the vote and any instructions.

TIP! If the board is in obvious agreement, the chairperson may save time by stating, "If there is no objection, we will adopt the motion to..." Then wait for any objections. Then say, "Hearing no objections, (state the motion) is adopted." And then state any instructions. If a member objects, first ask for debate, then vote and then announce the vote.

REQUESTING POINTS OF SOMETHING

Certain situations need attention during the meeting, but they don't require a motion, second, debate or voting. It's permissible to state a point during a meeting where the chairperson needs to handle a situation right away. Board members can declare a Point of Order, Point of Information, Point of Inquiry, or Point of Personal Privilege.

- Point of Order: Draws attention to a breach of rules, improper procedure, breaching of established practices, etc.

TIPS AND REMINDERS FOR CHAIRPERSONS

Robert's Rules of Order, which is also widely known as parliamentary procedure, was developed to ensure that meetings are fair, efficient, democratic and orderly. A skilled chairperson allows all members to voice their opinions in an orderly manner so that everyone in the meeting can hear and be heard. The following tips and reminders will help chairpersons to run a successful and productive meeting without being run over or running over others.

- Follow the agenda to keep the group moving toward its goals.
- Let the group do its own work; don't over-command.
- Control the flow of the meeting by recognizing members who ask to speak.
- Let all members speak once before allowing anyone to speak a second time.
- When discussions get off-track, gently guide the group back to the agenda.
- Model courtesy and respect, and insist that others do the same.
- Help to develop the board's skills in parliamentary procedure by properly using motions and points of order.
- Give each speaker your undivided attention.
- Keep an emotional pulse on the discussions.
- Allow a consensus to have the final authority of the group.

Source www.boardeffect.com

2. ROBERT'S RULES OF ORDER CHEAT SHEET (CONTINUED)

F

Action	What to say	Can speaker be interrupted?	Need a second?	Can this be debated?	Can this be amended?	Votes needed
Introduce main motion	"I move to..."	No	Yes	Yes	Yes	Majority
Amend a motion	"I move to amend the motion by..."	No	Yes	Yes	Yes	Majority
Move item to committee	"I move that we refer the matter to committee."	No	Yes	Yes	No	Majority
Postpone item	"I move to postpone the matter until..."	No	Yes	Yes	No	Majority
End debate	"I move the previous question."	No	Yes	Yes	No	Majority
Object to procedure	"Point of order."	Yes	No	No	No	Chair's decision
Recess the meeting	"I move that we recess until..."	No	Yes	No	No	Majority
Adjourn the meeting	"I move to adjourn the meeting."	No	Yes	No	No	Majority
Request information	"Point of information."	No	Yes	No	No	No vote
Overrule the chair's ruling	"I move to overrule the chair's ruling."	Yes	Yes	Yes	No	Majority
Extend the allotted time	"I move to extend the time by minutes."	No	Yes	No	Yes	2/3

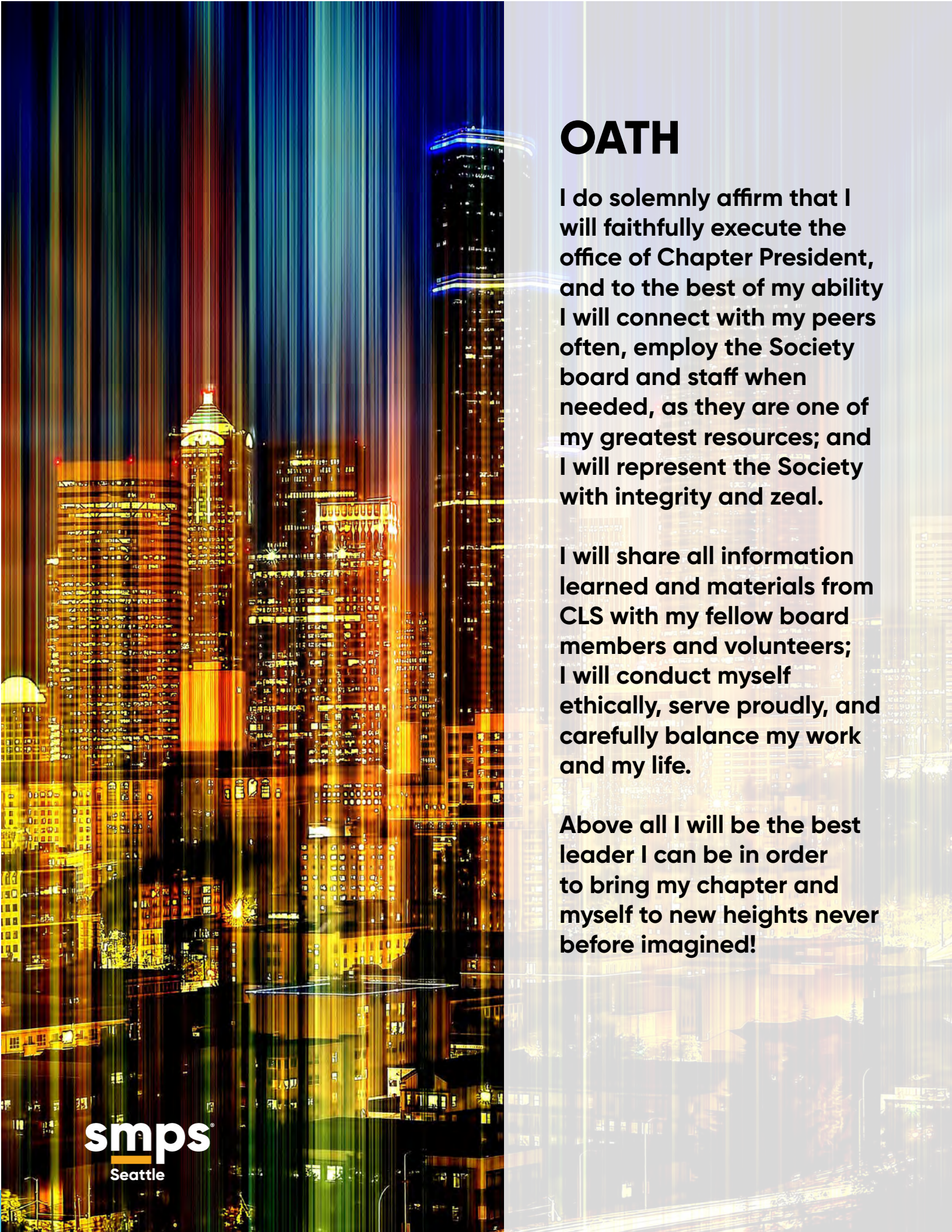
2. ROBERT'S RULES OF ORDER CHEAT SHEET (CONTINUED)

F

Action	What to say	Can speaker be interrupted?	Need a second?	Can this be debated?	Can this be amended?	Votes needed
Enforce the rules or point out incorrect procedure	"Point of order."	Yes	No	No	No	No vote
Table a motion	"I move to table..."	No	Yes	No	No	Majority
Verify voice vote with count	"I call for a division."	No	No	No	No	No vote
Object to considering some undiplomatic matter	"I object to consideration of this matter..."	Yes	No	No	No	2/3
Take up a previously tabled item	"I move to take from the table..."	No	Yes	No	No	Majority
* Reconsider something already disposed of	"I move to reconsider our action to..."	Yes	Yes	Yes	Yes	Majority
Consider something out of it scheduled order	"I move to suspend the rules and consider..."	No	Yes	No	No	2/3
Close the meeting for executive session	"I move to go into executive session."	No	Yes	No	No	Majority

*A member may make a motion to reconsider something that was already disposed; however, the reconsidered motion may not be subsequently reconsidered. A motion to reconsider must be made during the same meeting and can extend to a meeting that lasts for more than one day.

Source www.boardeffect.com



OATH

I do solemnly affirm that I will faithfully execute the office of Chapter President, and to the best of my ability I will connect with my peers often, employ the Society board and staff when needed, as they are one of my greatest resources; and I will represent the Society with integrity and zeal.

I will share all information learned and materials from CLS with my fellow board members and volunteers; I will conduct myself ethically, serve proudly, and carefully balance my work and my life.

Above all I will be the best leader I can be in order to bring my chapter and myself to new heights never before imagined!