



ASSOCIATION OF GOVERNMENT ACCOUNTANTS

CHAPTER AND REGIONAL GOVERNANCE TASK FORCE REPORT

APRIL 2011

AGA – ADVANCING GOVERNMENT ACCOUNTABILITY

April 2011

**Association of Government Accountants
Chapter and Regional Governance Task Force Report**

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INTRODUCTION

It has been a decade since the NEC approved the current regional governance structure and the chapter alignment within the regions. Since that time, AGA and its demographics have changed and are significantly different than what it was 10 years ago. Currently, AGA is going through the process of reviewing and updating its mission and strategic plan. Along with this initiative, it was decided that this would be a good time to review the regional governance structure and chapter alignment, and make improvements and/or changes where necessary.

In December 2010, National President Lisa Casias, with the approval of the NEC, appointed a Chapter and Regional Governance Task Force to address these issues and to make recommendations for improvements and/or changes. The Task Force was charged to review the current governance structure for efficiency and effectiveness, and review the use and functionality of the Regional Coordinator position. It was also charged with examining the current sectional/regional/chapter alignment and determining if there should be any changes. This could include changing the boundaries of the sections, creating, combining, or eliminating regions, and/or moving chapters within various regions. The task force consisted of the following individuals.

- Robert Bond, CGFM, SVPRS Section III, Chair
- Wallace Alan Franklin, CGFM retired, SVPRS Section I
- William Miller, CGFM, SVPRS Section II
- Phil Nally, CGFM, SVPRS Section IV
- Richard Norment, CGFM, Past National President
- Cindy Osga, CGFM, RVP Ohio-Michigan Region
- Donald Bellcock, Past-RVP South Central Region
- Marsi Woody, CGFM, Past-RVP Rocky Mountain Region
- Paul Geraty, CGFM, RVP Mid-Atlantic Region
- Raymond Harris, CGFM, AGA Director of Chapter Operations

REGIONAL GOVERNANCE STRUCTURE

Currently AGA is made up of four Sections, each led by a Senior Vice President for Regional Services (SVPRS). Within the Sections, there are three or four regions, with each region led by a Regional Vice President (RVP). The RVP is assisted by a team consisting of an RVP-Elect, Immediate Past RVP, and four Regional Coordinators (RCs) who are considered subject matter experts (Education, Certification, Membership/Early Careers, and Chapter Development and Assistance). The RVP structure is a three-year commitment in which a volunteer will serve one year each as the RVP-Elect, RVP, and Immediate Past RVP. The Regional Coordinator position also has a three-year term.

The Task Force reviewed the current regional governance structure and believes that it is well designed and recommends no change. Key topics discussed by the Task Force included multi-year RVP terms, whether the regional structure could be better served by more or fewer RC positions, if performance expectations are needed, and why some regions work better than

others. Although the Task Force concluded that the current structure is well designed, it also determined there were areas which could be improved upon to strengthen the regional governance structure. There appears to be communication breakdowns within the regions and there is a need for improvement in communications among the regional team members. There also appears to be some confusion and a lack of understanding of what is expected from the volunteers serving in these roles. To strengthen regional governance, the Task Force developed the following recommendations.

Recommendation #1:

It is recommended that a workgroup be established to develop basic standards and performance expectations and a process of evaluation for the RVP and RC's to be published in the Leadership Handbook. This will enable volunteers who are serving in these positions to know what is expected of them, and can be used as a tool in evaluating their performance for the purpose of awards. The workgroup should be comprised of members from the National Office staff, and selected AGA members.

Recommendation #2:

It is recommended that AGA use the Sectional Leadership Meeting (SLM) to stress the importance of communication within the RVP team (which includes the RCs) and between the RVP team and the chapters. This should be a standard agenda item at the SLM each year. It will be important to get as many people to participate at the SLM as possible. This is AGA's best chance as an organization to talk to and train our regional and chapter leaders. In conjunction with this, the SVPRS should stress regional communications when working with the RVP's and regional teams.

REGIONAL COORDINATOR POSITION

Currently, there are four Regional Coordinators (RC) for each region designed to assist the RVP and chapters in the functional areas of Certification, Membership, Education, and Chapter Development and Assistance. The RC works closely with their chapter counterparts and the corresponding AGA National Coordinator to assist the RVP in the management of the region.

The Task Force reviewed the concept of the Regional Coordinator and believes that the role is functionally important. It comes down to leadership, responsibility, and accountability of those in the positions. Communications between the RVP and RC and also the RC and the chapters needs to improve, as well as expectations of each position needs to be made clearer to those in the position. Training of the RC volunteers also needs improvement and a greater emphasis on the RC role should be included in the SLM's. The SVPRS should also work with their RVP's throughout the year to ensure they are utilizing and working with their RC's.

The Task Force also looked at the functional areas for which the RC serves to determine if there should be any additional RC positions added. Although the National Office is promoting the establishment of an Accountability Chair position in each chapter and at least one region has

gone as far as creating such chapter positions and an RC, the Task Force concluded that establishing an Accountability RC position was premature and can be reconsidered when most, if not all, chapters embrace the Accountability Chair position first. Thus, it was decided that the four RC positions were adequate and that there was not a need for additional RC positions at this time.

To help strengthen the Regional Coordinator concept and to better serve the volunteers in those positions, the Task Force developed the following recommendations.

Recommendation #1:

It is recommended that National Office Staff and the SVPRS's put a greater emphasis on the roles and responsibilities of the RC position at the SLM's. The SVPRS should also conduct a follow-up conference call with all RC's in their section after the SLM to discuss their roles and responsibilities. This would not be a repeat of the information provided at the SLM, but would give those who were unable to attend, as well as those who did attend, an opportunity to learn more about what is expected of them. In conjunction with this, the SVPRS should work with the RVP's within their section to ensure they are utilizing and working with their RC's.

Recommendation #2:

It is recommended that a workgroup be established (including some RC's) to add more detailed responsibilities of the RC's to the Leadership Handbook. This section of the handbook needs to be enhanced so that it gives a better definition of duties and expectations of the RC position.

Recommendation #3:

It is recommended that the National Coordinators who work with the Regional Coordinators develop a standardized report for the RC's to complete on a quarterly basis. For example, this report could summarize the National Coordinator conference call, identify the specific chapters the RC worked with during the quarter, and other outreach or information sharing activities the RC performed. This report would be a mechanism for RC's to report their activity to the RVP, SVPRS, and respective National Coordinator.

Recommendation #4:

It is recommended that the workgroup in "Recommendation #2" also include a section on succession planning for the RC position in the Leadership Handbook under the RVP duties. It is suggested that this include having the RVP team fill any outgoing RC position in January of the term ending year, so that the incoming RC would have the opportunity to attend the SLM before their term begins in July. This would benefit both with the transition and a better understanding for the new RC volunteer.

REGIONAL AND CHAPTER REALIGNMENT

AGA is currently made up of four sections with each section consisting of four regions with the exception of Section IV, which has three. Each region consists of several chapters within a geographical area. Some regions have chapters in somewhat close proximity to each other, while others (particularly out West and the Pacific Rim) can be several hundred miles apart. There are currently 15 regions and approximately 100 chapters in AGA.

When the current alignment was completed approximately 10 years ago, each section represented approximately 25 percent of the members of AGA. In addition to membership totals, the number of chapters was considered so to somewhat balance the “workload” of the RVP team. In the past 10 years, membership demographics have changed significantly within both the sections and the various regions. The Task Force was charged with examining the current alignment and determining if there should be any changes. These changes could include changing the boundaries of the sections, creating, combining, or eliminating regions, and/or moving chapters within various regions.

The Task Force reviewed the chapter membership numbers and determined that it would be nearly impossible to equally distribute chapters in regions and sections based on membership numbers alone. The approach the Task Force took was to look at how chapters fit geographically and how moving chapters would strengthen existing regions and provide the best support to the chapters in the region. The ability of the regional leadership to provide the support and the costs associated in governing of the new alignment was also carefully reviewed.

The Task Force also discussed and took in to consideration the impact that potential new chapters would have to the regions in its examination of the current and recommended regional and chapter alignment. Since these chapters do not currently exist, and the possibilities for some chapters are greater than others, the Task Force chose not to include these chapters in the charts in Appendix A.

Some regions had little or no changes. However, to strengthen the regional structure and to provide strong regional support to all chapters, the Task Force has developed the following recommendations for regional and chapter realignment.

Recommendation #1:

It is recommended that AGA’s sectional and regional boundaries should be realigned to provide for stronger support to the chapters, strengthen existing regions, and provide for a better geographical fit. See Appendix A, pages 7-10, for recommended changes.

Recommendation #2:

It is recommended that AGA reduce the total number of regions from 15 to 14 with the chapters in the current Northwestern Region being moved into both the current Rocky Mountain Region and California Region. This would eliminate the current Northwestern Region.

Recommendation #3:

Since the recommended chapter realignment changes the geographical makeup of several regions, the Task Force also recommends the regional name changes as seen in Appendix A. The proposed new regional name changes were based as best as possible on the geographical location of the chapters in the region. The Task Force also recommends that upon the completion of the realignment, that regional leadership, working with the chapters in the region, would have a one-time opportunity to recommend a change to the proposed region name if so chosen.

Recommendation #4:

It is recommended that AGA update the policies and procedures as appropriate to reflect approved regional and chapter realignment recommendations.

REGIONAL AND CHAPTER REALIGNMENT IMPLEMENTATION

On the assumption the recommended realignment changes are approved by the NEC in the near future, the proposed date for the implementation of the new sectional, regional, and chapter realignment would be July 1, 2012. This would allow time for regional leadership to prepare for the change, and enable nominations for RVP-Elect in the Fall of 2011 to be based on the new alignment. Participation at the 2012 SLM's would reflect these changes as well.

The move of chapters to established regions will have some minor impact on a few member volunteers currently serving in regional positions. The Task Force recommends the following regarding those members and positions impacted by the realignment.

RVP Position:

Based on the implementation date of July 1, 2012, the new Northwest Region is the only region that would have two people that would start their RVP term on this date. The Task Force believes that this is not a problem because of the fact that the current Northwestern Region does not have a person in the RVP-Elect position that would take office as RVP on July 1, 2011. Based on the National AGA Bylaws, if there is a vacancy in the RVP position, the current RVP-Elect would assume the duties of the RVP. Thus, the person currently elected as RVP-Elect Designate in the Northwestern Region will become the RVP starting July 1, 2011 and will become an Immediate Past RVP on July 1, 2012. The current RVP-Elect Designate in the Rocky Mountain Region will assume the duties of the RVP of the new Northwest Region on July 1, 2012.

Immediate Past RVP:

Based on the chapter realignment, the new Northwest and Northeast regions would have two people that would be serving in an Immediate Past RVP role. Since the Immediate Past RVP

serves more in a supporting role, the Task Force recommends that these two regions be allowed to have two Immediate Past RVP's for the 2012-2013 program year.

Regional Coordinator:

The Task Force recommends that current Regional Coordinators, whose chapter is moving to a region which currently has an incumbent Regional Coordinator, would maintain their position and become a Co-Regional Coordinator. The Co-Regional Coordinator would continue until one of the two Regional Coordinator's terms expires. The Co-Regional Coordinators would work together and split up the duties of the region under the leadership of the RVP. Each Co-RC would be invited to participate in their SLM.

APPENDIX A

SECTION 1

Current Structure (Membership at 12/10)
Changes in Bold Italics

Recommended Changes

New England Region

1	CT	26	Hartford
2	MA	218	Boston
3	ME	124	Maine
4	ME	<u>22</u>	Aroostook County
		<u>390</u>	

Northeastern Region

1	NJ	179	Trenton
2	NJ	68	Northern New Jersey
3	NY	204	New York City
4	NY	253	New York Capital
5	PR	<u>13</u>	Puerto Rico
		<u>717</u>	

North Central Region

1	WI	81	Southern Wisconsin
2	IL	112	Chicago
3	IL	26	Springfield
4	IN	310	Indianapolis
5	IN	42	Circle City
6	IN	70	Central Indiana
7	MN	<u>52</u>	Minneapolis/St. Paul
		<u>693</u>	

Ohio-Michigan Region

1	OH	450	Central Ohio
2	OH	251	Cleveland
3	OH	48	Cincinnati
4	OH	191	Greater Columbus
5	MI	44	Detroit
6	MI	129	Greater Lansing
7	MI	<u>32</u>	West Michigan
		<u>1,145</u>	

Total 2,945

Northeast Region

1	CT	26	Hartford
2	MA	218	Boston
3	ME	124	Maine
4	ME	22	Aroostook County
5	NY	<u>253</u>	<i>New York Capital</i>
		<u>643</u>	

North Atlantic Region

1	NJ	179	Trenton
2	NJ	68	Northern New Jersey
3	NY	204	New York City
4	PA	172	<i>Philadelphia</i>
5	PA	137	<i>Central Pennsylvania</i>
6	DE	40	<i>Dover</i>
7	MD	307	<i>Baltimore</i>
8	PR	<u>13</u>	Puerto Rico
		<u>1,120</u>	

North Central Region

1	WI	81	Southern Wisconsin
2	IL	112	Chicago
3	IL	26	Springfield
4	IN	310	Indianapolis
5	IN	42	Circle City
6	IN	70	Central Indiana
7	MN	<u>52</u>	Minneapolis/St. Paul
		<u>693</u>	

Great Lakes Region

1	OH	450	Central Ohio
2	OH	251	Cleveland
3	OH	48	Cincinnati
4	OH	191	Greater Columbus
5	MI	44	Detroit
6	MI	129	Greater Lansing
7	MI	<u>32</u>	West Michigan
		<u>1,145</u>	

3,601

APPENDIX A

SECTION 2

Current Structure (Membership at 12/10)

Changes in Bold Italics

Midwestern Region

1	IA	72	Des Moines
2	KS	76	Topeka
3	MO	143	Kansas City
4	MO	277	Mid-Missouri
5	MO	67	Ozarks
6	MO	31	St. Louis
7	ME	47	Omaha
8	NE	106	Lincoln
		819	

South Central Region

1	LA	159	Baton Rouge
2	LA	124	New Orleans
3	MS	24	Gulf Coast
4	MS	122	Jackson
			West Central
5	MS	6	Mississippi
6	AL	346	Montgomery
		781	

Southwestern Region

1	AZ	171	Phoenix
2	AZ	38	Southern Arizona
3	CO	173	Denver
4	NM	75	Albuquerque
5	NM	201	New Mexico
6	TX	26	El Paso
		684	

Texas-Oklahoma Region

1	AR	207	Central Arkansas
2	OK	64	Oklahoma City
3	TX	104	Austin
4	TX	110	Dallas
5	TX	43	Fort Worth
6	TX	26	Houston
7	TX	38	San Antonio
		592	

Total 2,876

Recommended Changes

Midwest Region

1	IA	72	Des Moines
2	KS	76	Topeka
3	MO	143	Kansas City
4	MO	277	Mid-Missouri
5	MO	67	Ozarks
6	MO	31	St. Louis
7	ME	47	Omaha
8	NE	106	Lincoln
9	SD	47	<i>South Dakota</i>
		866	

Gulf Region

1	LA	159	Baton Rouge
2	LA	124	New Orleans
3	MS	24	Gulf Coast
4	MS	122	Jackson
			West Central Mississippi
5	MS	6	Mississippi
6	AL	346	Montgomery
7	FL	164	<i>Tallahassee</i>
		945	

Southwest Region

1	AZ	171	Phoenix
2	AZ	38	Southern Arizona
3	CO	173	Denver
4	NM	75	Albuquerque
5	NM	201	New Mexico
6	TX	26	El Paso
		684	

South Central Region

1	AR	207	Central Arkansas
2	OK	64	Oklahoma City
3	TX	104	Austin
4	TX	110	Dallas
5	TX	43	Fort Worth
6	TX	26	Houston
7	TX	38	San Antonio
		592	

Total 3,087

APPENDIX A

SECTION 3

Current Structure (Membership at 12/10)

Changes in Bold Italics

California Region

1	CA	52	Central Coast
2	CA	128	Inland Empire
3	CA	89	Los Angeles Los Angeles Civic
4	CA	83	Center
5	CA	126	Sacramento
6	CA	71	San Diego
7	CA	85	San Francisco
8	CA	41	Silicon Valley
		675	

Northwestern Region

1	AK	21	Alaska Capital
3	OR	11	Mid-Willamette Valley
4	OR	76	Portland
5	WA	23	Central Washington
6	WA	14	Mid-Columbia Basin Northwest Inland
7	WA	19	Empire
8	WA	77	Olympia
9	WA	76	Seattle
		317	

Pacific Rim Region

1		125	Hawaii
2		175	Guam
3		17	Japan
4		6	North Mariana Islands
		323	

Rocky Mountain Region

1	ID	206	Idaho Centennial
2	MT	17	Missouri River
3	NV	26	Northern Nevada
4	UT	153	Northern Utah
5	SD	47	South Dakota
		449	

Recommended Changes

West Coast Region

1	CA	52	Central Coast
2	CA	128	Inland Empire
3	CA	89	Los Angeles Los Angeles Civic
4	CA	83	Center
5	CA	126	Sacramento
6	CA	71	San Diego
7	CA	85	San Francisco
8	CA	41	Silicon Valley
9	OR	11	Mid-Willamette Valley
10	OR	76	Portland
		762	

*Combined with the
Northwest and West Coast
Regions*

Pacific Rim Region

1		125	Hawaii
2		175	Guam
3		17	Japan
4		6	North Mariana Islands
		323	

Northwest Region

1	AK	21	Alaska Capital
2	ID	206	Idaho Centennial
3	MT	17	Missouri River
4	NV	26	Northern Nevada
5	UT	153	Northern Utah
6	WA	23	Central Washington
7	WA	14	Mid-Columbia Basin Northwest Inland
8	WA	19	Empire
9	WA	77	Olympia
10	WA	76	Seattle
		632	

Total 1,764

1,717

APPENDIX A

SECTION 4

Current Structure (Membership at 12/10)
Changes in Bold Italics

Recommended Changes

Capital Region

1	DC	1,781	Washington DC
2	MD	364	Montgomery/PG
3	VA	902	Northern Virginia
4	WV	58	Beckley
5	WV	49	Charleston
6	WV	10	Mid-Ohio Valley
<u>3,164</u>			

Mid-Atlantic Region

1	DE	40	Dover
2	MD	307	Baltimore
			North Carolina
3	NC	86	Triangle
4	PA	172	Philadelphia
5	PA	137	Central Pennsylvania
6	VA	290	Richmond
7	VA	36	Roanoke
8	VA	208	Virginia Peninsula
			Old Dominion
9	VA	36	University
<u>1,312</u>			

Southeastern Region

1	FL	164	Tallahassee
2	GA	228	Atlanta
3	KY	107	Central Kentucky
4	SC	18	Columbia
5	SC	40	Charleston
6	TN	347	Nashville
7	TN	75	Chattanooga
8	TN	63	East Tennessee
<u>1,042</u>			

Total 5,518

Capital Region

1	DC	1,781	Washington DC
2	MD	364	Montgomery/PG
3	VA	902	Northern Virginia
4	WV	58	Beckley
5	WV	49	Charleston
6	WV	10	Mid-Ohio Valley
<u>3,164</u>			

South Atlantic Region

1	NC	86	North Carolina Triangle
2	VA	290	Richmond
3	VA	36	Roanoke
4	VA	208	Virginia Peninsula
5	VA	36	Old Dominion University
6	SC	18	<i>Columbia</i>
7	SC	40	<i>Charleston</i>
<u>714</u>			

Southeast Region

1	GA	228	Atlanta
2	KY	107	Central Kentucky
3	TN	347	Nashville
4	TN	75	Chattanooga
5	TN	63	East Tennessee
<u>820</u>			

4,698