

GENERAL INFORMATION for FELLOWS

(Adapted from the *Academy Guide to Policies, Practices and Procedures*, November 2001)

Overview

Academy Fellows- the Academy's most distinctive feature is its membership of over 850 Fellows. These Fellows are public managers and scholars, business executives and labor leaders, current and former cabinet officers, members of congress, governors, mayors, state legislators, and diplomats. Individually, Fellows provide unparalleled insight and experience. Collectively, they are the Academy's primary vehicle for addressing current and emerging issues and contributing to the intellectual and popular discourse on government. Fellows elect new members of the Academy each year.

Fellows are elected to the Academy on the following criteria:

“(1) significant administrative experience with evidence of sufficiently broad interests and reflective nature to interpret experience in a meaningful way, or (2) substantial scholarly contributions to public administration, or (3) other significant experience in the field of public administration and evidence of capacity and desire to contribute to it, (5) adherence to the highest ethical standards; and (6) willingness and ability to participate in and contribute to the work of the Corporation.” **(Per the Academy's Bylaws, Article iv, Section 1(a))**

FELLOWS

1. **What are the rights and privileges of being an Academy Fellow?** Academy Fellows are afforded the following rights and privileges:
- **to personally** and professionally identify themselves as Fellows of the Academy
 - **to attend** all public meetings of the Academy
 - **to nominate** and elect new Directors and Fellows of the Academy
 - **to serve** on Standing Panels of their choice
 - **to petition** for and support changes in the bylaws of the Academy
 - **to participate** in work of the Academy as opportunities consistent with their capabilities and time availability and balance considerations allow.
 - **Fellows** are typically paid honoraria only for participation on project panels.

2. **What are the obligations of Academy Fellows?** Fellows are obligated to:
- **pay annual dues**, as set by the Board (In May 2008, dues raised for first time since 1993 from \$300.00 to \$500.00)
 - **conduct** themselves in a manner consistent with the code of conduct and ethics of the Academy
 - **comport** themselves in a civil and respectful manner in their interaction with other Fellows, staff, and associates of the Academy.
3. **What are Fellows encouraged to do?** Fellows are encouraged to:
- **attend** the annual Fall and/or Spring meetings
 - **participate** on panels and committees when requested to do so and when time and availability permit
 - **contribute** to the Academy Endowment as personal circumstances may allow

FELLOWS-ELECT

When and how do Fellows-elect become Fellows? “Fellows-elect shall become Fellows upon their participation in an annual or special meeting of the membership, or in a standing panel or study project or other special activity of the Academy, provided that such participation occurs within three years of their election.” (**Bylaws, Article IV, Section 2**) Because of the ambiguity of some of the above provisions the following policies have been approved by the Board to apply to Fellows-elect in transition: “**Fellows-elect** should be invited to the Fall annual meetings, and should receive all Academy mailings consistent with the conditions below.

Fellows-elect should be considered for participation in all Academy studies and panels, and other activities, such as the Brownlow and Roback Committees, in which non-Fellows already can participate. **Participation** in the above activities would qualify Fellows-elect to become Fellows. Fellows-elect may also qualify for transition to Fellow by participating in other official Academy activities deemed appropriate by the Board Chair to meet the requirements of Article IV, Section 2 of the bylaws. **Fellows-elect** may not be invited to participate in any function which is clearly appropriate for Fellows only, such as making nominations, supporting

nominations, voting or representing the Academy. **This policy** is implemented by the President, in consultation with the Chair of the Membership Committee and the Board Chair. Final decisions rest with the

Board Chair.” (**Board resolution of June 1998, with a revision in November 1999 that Fellows-elect would be billed for dues**).

HONORARY FELLOWS

(Excerpted from Bylaws, Article IV, Section 1 (c))

- 1. What are the criteria for election of an Honorary Fellow?** Honorary Fellows are elected by the Board of Directors. **No more than five** Honorary Fellows may be elected each year. **Election requires** approval by two-thirds of the entire Board. Honorary Fellows must be persons who have distinguished themselves in public administration or through outstanding contributions to the objectives and purposes of the Academy.
- 2. Who nominates honorary Fellows?** The Membership Committee is responsible for proposing candidates, but

any Fellow may make suggestions to the Committee or to the Board.

- 3. What are the benefits of Honorary Fellowship?** Honorary Fellows retain a lifetime membership. They have the right to receive notice of, attend, and participate in all membership meetings. They have no obligation to pay dues.
- 4. May Honorary Fellows nominate and/or vote for candidates?** Honorary Fellows do not have nominating or voting rights.

SENIOR FELLOWS

(Excerpted from Bylaws Article IV, Section 1 (c))

- 1. What are the criteria for becoming a Senior Fellow?** A Fellow who has reached the age of 65 and who by personal definition is retired from regular employment may **request in writing** to be enrolled as a Senior Fellow. A Fellow who reaches the age of 75 and has been a Fellow for 10 years shall automatically become a Senior Fellow.

- 2. What are the benefits of Senior Fellowship?** Senior Fellows enjoy all the rights and privileges of full membership, including the right to vote. Senior Fellows retain lifetime membership and are not required to pay dues but they may choose to do so.

NOMINATION AND ELECTION OF FELLOWS

AC3. Fellows Nominating Committee (Excerpted from Bylaws, Article V, Section 3)

- 1. What is the purpose of the Fellows Nominating Committee?** This committee manages the process (see pg. 36, Nomination of Fellows and Election Process) to develop a ballot for the election of new Fellows.
- 2. How is the Nominating Committee appointed?** The Board Chair with the advice and concurrence of the full Board appoints the Committee.
- 3. How many members are on the Fellows Nominating Committee?** Ten
- 4. How long may an individual serve on the Fellows Nominating Committee?** Members serve for a two-year, non-renewable term with six members appointed each year.
- 5. Is a quorum necessary to conduct business?** A quorum, consisting of at least 50% of the members, is necessary to make decisions. Participation via teleconference constitutes a member's presence.

FELLOWS NOMINATION PROCESS (Excerpted from Bylaws Article IV, Section 2)

- 1. Who may nominate individuals for membership as an Academy Fellow?** Any Fellow may submit in writing **prospective** nominees for Fellowship. Names proposed by members of the Nominating Committee may also be considered.
- 2. Is there a limit on how many names may be submitted by an individual?** A Fellow may submit no more than five proposed nominations in a year.
- 3. What is the procedure for submitting names for nomination?** The Academy provides a nomination form which may be used to facilitate the process of nominating individuals. These nominations are usually accompanied by the candidate's bio. Each nomination may be co-sponsored by up to two other Fellows.
- 4. What is the timetable for Fellows to submit nominations?** Nominations may be submitted at any time throughout the year. However, the Fellow Nominating Committee issues the final "Call for Nominations" in February or March.
- 5. Is there a deadline for such nominations to be submitted?** The Nominating Committee designates a closing date for the receipt of proposed nominations. The practice has been a mid-May deadline.
- 6. How many nominees may be placed on the final ballot?** The ballot may consist of up to 50 percent more than the number of Fellows to be elected in a given year. Example: If 13 new Fellows may be elected in a given year,

the ballot can consist of no more than 19 nominees.

- 7. How is the final slate of nominees selected?** The Nominating Committee selects a slate of nominees each year taking into consideration guidance from the Board. The Committee decides how many names to place on the ballot, as long as the number does not exceed by

more than 50 percent the spaces available.

- 8. Is it appropriate to campaign for the election of candidates?** Members of the Nominating Committee are requested to refrain from any campaigning for one or more persons on the ballot during their term of service on the Committee.

FELLOWS ELECTION PROCESS (Excerpted from Academy Bylaws Article IV, Article 2)

- 1. How does the election of the nominees take place?** Ballots are mailed to the membership. The Board may prescribe the form of ballot, the rules for its distribution to the membership and for tabulation of the returns.
- 2. What is the length of time given to the membership for returning ballots?** While the Board may set specific lengths of time and/or dates for voting on a year-to-year basis, the custom has been to mail ballots in early August with a request to return by early September.
- 3. Who tabulates the ballots?** The Director of Academy Affairs currently has responsibility for receiving and tabulating the ballots.
- 4. How many votes must a nominee receive in order to be elected?** Those nominees who receive the highest number of votes and the votes of at least

35 percent of the Fellows voting in a specified voting period shall become a Fellows-elect. In tabulating the votes for nominees, persons shall be declared elected in the descending order of the number of votes received; and if two or more such persons receive the same number of votes for the last place to be filled, the Board shall designate which of such persons shall become Fellows. The Board is authorized to elect each year from the regular ballot of nominees, after the annual election, not more than three additional Fellows.

- 5. How and when are the ballots ratified?** The Board ratifies the ballots at their September meeting.
- 6. When are new Fellows formally inducted?** Fellows are inducted at the Academy Fall meeting or after they have met the participation requirements for becoming Fellows.

MEMBERSHIP ACTIVITIES

Meetings of Academy Fellows

Fall Meeting at a glance: The Academy holds its premier meeting each fall, usually the weekend before Thanksgiving. The program, which is created by Academy Fellows, includes presentations, panels and interactive discussions on the leading public administration and governance issues of the day. In addition to a full schedule of discussions on a theme chosen by Academy Fellows, the Fall meeting includes two key Academy lectures- the Webb Lecture and the Staats Lecture- as well as the annual Webb Dinner or reception, induction of the new Fellows, a business meeting, a meeting of the Academy Standing Panels, orientation for the incoming class of Fellows and time for Fellow socializing.

Invited guests, including Executive Branch officials and congressional representatives, attend the meetings as guests of the Academy. Fellows invite their spouse or other guest to join them for much of the meeting.

Additional meetings of Academy Fellows may be scheduled at other times during the year.

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| <p>1. What is the purpose of these meetings? These meetings are conducted to discuss current issues of governance. Each meeting is designed with a designated theme and affords the fellowship an opportunity to come together and to exchange information pertaining to that theme.</p> <p>2. Is Academy business conducted at these meetings? An Academy “business meeting” is always held as part of the Fall Meeting. Standing panels typically meet in conjunction with this meeting.</p> <p>3. Are there any other elements of the Academy Fall meeting which are considered standard practice? Formal lectures have become a regular event at these meetings. They include the Staats Lecture and the Webb Lecture held in conjunction with the Fall meeting. It is generally in concert with the Webb Lecture that newly elected Fellows are inducted into the Academy.</p> | <p>4. What do the names of these lectures signify? The Webb Lecture honors James E. Webb, whose distinguished public career included service as director of the Bureau of the Budget and first administrator of the National Aeronautics and Space Administration. His legacy is an inspiration to others committed to strengthening the capacities and performance of government. The Webb Lecture is sponsored by the Academy’s Endowment Fund for Excellence in Public Administration, with support from the Kerr Foundation. This annual lecture is presented by a distinguished public administrator on an important issue of American governance. The Staats Lecture honors Elmer B. Staats, whose exemplary contribution to government serves as a standard for all those who follow. Mr. Staats' long and distinguished career was capped by his service as comptroller general of the United States. The program is sponsored by the Academy’s Endowment Fund for the Public Service.</p> |
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5. **Where are these meetings conducted?** The Fall meeting is always conducted in Washington, DC.
6. **How long do the meetings last?** The meetings are generally two days in duration.

7. **Is there a cost to attend?** Registration typically costs \$199.00 per person, which is mostly to offset the price of meals. Attendance at the Webb Lecture and/or dinner involves a separate cost. Members are responsible for their travel and lodging expenses.

STANDING PANELS

(Adopted by the Board of Directors September 15, 1995 and Revised in 2000)

1. **What are the duties of the standing panels?** Each standing panel in its particular subject area is to:
- **serve** as a policy advisory council for the Academy;
 - **review** and evaluate developments in public administration, including existing and emerging issues and problems, new ideas and current opinions, significant research and research needs, institutional development, and critical matters in need of attention;
 - **provide** general guidance and evaluation of related problem-solving project activities of the Academy;
 - **inform** the Academy membership of important developments;
 - **initiate** or sponsor educational meetings to communicate with a wider portion of the public administration community;
 - **prepare** papers on public administration for public release, when judged appropriate;
 - **serve** as a forum where interested Fellows can interact with each other to learn about issues and developments in public administration;
 - **serve** as a mechanism for Fellows to learn about perspectives or concerns

of congressional and executive branch officials. This also provides Fellows the opportunity to give officials information and advice;

- **serve** as a means of identifying ideas, issues, and projects; and
- **provide** or recommend witnesses, and/or draft or review testimony, for congressional hearings.

2. **What panels currently exist?** Currently there are six standing panels.
- **The Executive Organization and Management Panel** considers issues and proposes courses of action relating to the executive branch of government.
 - **The International Affairs Panel:** considers issues and proposes courses of action relating to international programs.
 - **The Intergovernmental Panel** considers issues and proposes courses of action relating to intergovernmental dimensions of the US system of government.
 - **The Public Service Panel** considers issues and proposes courses of action relating to the public service.
 - **The Social Equity in Governance Panel** reviews and evaluates developments in public administration, including existing

and emerging issues and problems related to social equity in governance that need attention.

- **Technology Leadership Standing Panel** mission is to pursue technology initiatives designed to make government function better.

3. Can additional panels be established?

Additional panels may be established as necessary by the Board to reflect areas of interest and clusters of expertise, when there is an enduring set of issues on which the Academy wishes to focus. The caveat is that not too many panels be in existence at any time. In creating a new panel, the Board is to clarify the relationships of the new “field of interest” to that of the other Standing Panels.

4. How are standing panels established?

There are several essential conditions for establishing a panel, including:

- **compliance** with the Academy’s congressional charter and mission;
- **motivated** and involved panel Chairs and Fellows;
- **sufficient** interest among the Academy Fellows as well as expertise in the chosen subject area;
- **“critical mass”** of panel members who will be able to devote the necessary time and effort to the undertaking;
- **each panel** should focus on a subject area of widespread current interest in government and the public administration community;
- **necessary support** available (staff and/or panel members); and
- **a convenient way** for panels to meet and communicate.

5. How are standing panel Chairs appointed? The Board Chair, after

consultation with the Board, appoints a Chair and Vice Chair. An Executive Committee for each panel should be chosen by the standing panel Chair and Vice Chair.

6. What are the terms for the Chair and Vice Chair of a standing panel? They are usually appointed to serve three-year staggered terms.

7. Who may serve on a standing panel? Upon election, all Academy Fellows are invited to join the standing panels. Fellows choose which panel(s) they wish to join. There is no limit on the number of standing panels on which they may serve.

8. Are non-Fellows of the Academy permitted to serve on standing panels?

The panel Chair for the purpose of supplementing Academy expertise may officially invite associate members. Such associates are usually scholars and practitioners currently involved in public management issues. Letters of invitation should indicate the reason for their needed expertise.

9. When are meetings of the standing panels conducted? Meetings are to be held as needed but no less than three times a year. Members, whether Fellows or non-Fellows, are expected to attend at least one meeting each year as an expression of interest in the panel’s work.

10. Where are the meetings of standing panels conducted?

- **Panels will meet** at a convenient location, such as the Academy’s Washington, DC offices.
- **Teleconferencing and Videoconferencing** may be used to facilitate participation.

- **Provisions** are made in the agenda of the Academy's Fall meeting for convening standing panels.
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- **If requested** by panel Chairs, opportunities will be made for panels to convene at related public administration meetings (e.g. ASPA, NASPAA, ICMA, etc.)

11. Are minutes made available for standing panel members unable to attend? Minutes are not required but if taken as well as draft products for comment are sent to members.

12. Are there procedures regarding how the standing panels are to operate?

The procedures are as follows.

By July 1, or another date designated before the beginning of each fiscal year, each standing panel should develop a work plan which includes current and anticipated activities as well as staffing and resource needs. This plan might include inviting associate members.

The Board of Directors will review the work of standing panels, as well as other Academy activities, in the course of its annual oversight function.

The panel chairs may assign a liaison to Academy projects to provide informal input to those projects and to provide feedback to the panel.

The authority of Fellows or other panel members to request support from Academy staff is limited to those staff assigned to them by the President in connection with their responsibilities as Chairs or members of Academy panels, committees, or other working bodies.

Products of the standing panels, which are designed for external distribution, need to conform to Academy quality procedures.

13. Are there circumstances when the work of standing panels overlap and if so, what is done to avoid conflicts?

Each standing panel should periodically clarify its relation to other standing panels, possibly by indicating plans for coordination in the annual work plan. Collaboration between standing panels is encouraged when fields of interest overlap. Minutes of all standing panel meetings should be sent to the other standing panel Chairs.

14. How long does a standing panel remain in existence? It should not be assumed that individual standing panels last forever. Arrangements should be made for panels to be reconstituted or discontinued based on shifting public management issues and priorities and membership interest.

STANDING PANELS

Academy Website: http://www.napawash.org/about_academy/standing_panels.html

The Academy's standing panels provide ongoing means, aside from contract-related work, for Fellows to contribute to the Academy's work. Panel meetings generally feature presentations by distinguished guests, followed by informal discussion. Standing panels also initiate projects and serve as collegial forums for Fellows to share ideas and exchange information. They often serve as sounding boards for ideas and proposals and occasionally propose position statements for the Academy.

[Standing Panel on Executive Organization and Management](#), chaired by John Kamensky, considers a broad range of issues relating to the executive branch of the federal government.

[Standing Panel on Public Service](#), chaired by Alan Balutis, focuses on public personnel management, development and training, and other human resources issues.

The Intergovernmental [Standing Panel](#), co-chaired by Mark Pisano and Marilyn Rubin, focuses on the relationships among local, state, and federal governments.

[Standing Panel on International Affairs](#), chaired by Arnold Fields, focuses on the Academy's role in the international community.

[Standing Panel on Social Equity in Governance](#), chaired by Blue Wooldridge, focuses on critical matters in social equity and governance.

Standing Panel on Technology Leadership, chaired by Alan Shark, focuses on how to pursue technology initiatives designed to make government function better

PROJECT PANELS

The Academy's work typically is performed through a Panel process. Indeed, the Academy is widely known for its unique Panel-based methodology. Academy Fellows are recruited to serve on a Panel, supplemented by outside experts when necessary. Some Panel members have expertise in the field of study, while others have more general management or policy backgrounds. Panels periodically meet in daylong sessions. Panels oversee the work of professional staff, all of whom are experts in their own right. Panels have proven to be a very powerful management assessment tool because they bring together experts with different views, experiences and skills in a process that yields state-of-the-art, innovative thinking. They also afford an opportunity for JLUS officials to interact with managers who have dealt with similar issues in their careers. Panels operate independently, and are non-partisan.

ROLE OF THE ACADEMY PANEL

The Panel's role is to direct and guide the study and to take responsibility for the final report as well as any interim products. A professional study team, which includes a Project Director and several senior staff, does the necessary research, support work and report preparation. Panels typically meet 4 or 5 times during the course of a year long project. These meetings provide opportunities for the Panel to become familiar with the project context and requirements, receive progress updates, review issue papers, and ultimately approve the report or other final product. Shorter or longer projects may have fewer or more meetings. To prepare you for each of these meetings, the staff provides a resource book one week prior to a scheduled Panel meeting containing the meeting agenda, the materials to be discussed and, frequently, a short note summarizing key materials and indicating what action is being requested of the Panel. The goal of the study team is always to provide the necessary information without drowning Panel members in unnecessary paper. A Panel Chair (always an Academy Fellow) is named for each Panel and the staff Project Director works closely with the Chair in the development of the agenda and other meeting materials.

Panel Chair and Members Commitment

Panel meetings typically involve a full day of discussion. Each Panel member is expected to prepare for the meetings by reviewing the advance materials and come to the meeting prepared to discuss the study. In addition, the Panel Chair is expected to preside over the meeting (with the assistance of the staff) and work to achieve the meeting objectives. Typically, all Panel members are expected to review draft report materials prior to the report being issued and provide the staff Study Team with comments and suggested changes. The Panel Chair is usually the principal spokesperson for the Panel and would testify before Congress if such activity were to result.

The project covers all expenses associated with traveling and attending the Panel meeting as well as honoraria for the Chair (\$600) and each Member (\$400) for each meeting attended provided your employer permits you to accept honoraria. The amount of time required to prepare for a meeting generally ranges from 2 to 8 hours depending on the phase of the project with the higher amounts of time are associated with the report review stages of the project.