I. NJPA Leadership Onboarding

NJPA Executive Board - Board members are the fiduciaries who steer the organization towards a sustainable future by adopting sound, ethical, and legal governance and financial management policies, as well as by making sure NJPA has adequate resources to advance its mission.

President
The President serves in the primary board leadership role for his/her/their term, with support from the Past President, President Elect, and Executive Director. The President and the Executive Director maintain constant communication. The Executive Director is the sole individual charged with directive communication with NJPA staff and consultants. There is an expectation that the President shall consult with the Executive Director before communicating with NJPA Central office staff, the Director of Professional Affairs, Government Affairs Agent, or other NJPA consultants. The President relies on the Executive Director for organizational policies, association management procedures, and institutional knowledge. The President has a commitment to membership as a whole, and also is responsible for open and transparent communication with the NJPA Executive Board. The President shall include the NJPA Executive Board in the decision-making process at all times.

Leadership Team Model - The NJPA President, President-Elect, Past-President, and Executive Director work closely together to plan and prepare for the NJPA Executive Board’s agenda and to address the association’s work. The leadership team meets monthly, outside of the NJPA Executive Board meetings, and together produces the NJPA Road Show - for the purpose of meeting with NJPA Affiliates, psychology internship institutions, legislators, state leaders, and others to discuss NJPA Hot Topics throughout the state. Below is a general description of the leadership team model and attached are the approved NJPA Board Member Responsibilities -

President-Elect
Uses this year to learn from the President, Past- President, and Executive Director to prepare for the upcoming year and supports the President during the President’s term. The President-Elect is an active and engaged leader during the year and part of the brainstorming leadership team available to the President for decision making. The President-Elect serves as
the COLA co-chair. The Executive Director is responsible for supervising and directing the NJPA Government Affairs Agent (GAA). Non-directive communication with the government affairs agent outside of COLA meetings is allowed for the COLA chairs, the Executive Directive, and the NJPA president. Exceptions will be made when needed.

**Past-President**
Serves as a resource to the President, and provides guidance and shares institutional knowledge gained during term as President. The Past President supports the President during the President’s term.

**Executive Director**
Implements the work of the board and is charged with the overall association daily operations, managing staff and consultants, and is the constant from year to year.

The Executive Director is responsible for the day-to-day operations of NJPA, including, but not limited to, hiring, directing, supervising and evaluating all NJPA employees and paid consultants. This includes supervising and directing the NJPA Government Affairs Agent. Non-directive communication with the government affairs agent outside of COLA meetings is limited to the COLA chairs, the Executive Directive, and the NJPA president. Exceptions will be made when needed.

Within the leadership team, diversity of opinions and candor are welcomed contributions. Publicly, respect and professionalism are expected towards one another.

**Leadership Decision Making Process on New Ideas**
Leadership decision-making is a collaborative effort. All decisions must fit within the NJPA mission statement and strategic plan, and follow the NJPA bylaws, polices and procedures. All decisions should be made on behalf of the association. Personal agendas should not take precedent over the NJPA Executive Board’s fiduciary responsibilities. NJPA leaders are encouraged to share their ideas presented for the association in this manner -

1. **First, share the idea with the full leadership team, providing a rational consistent with the NJPA mission and strategic plan**
2. **Obtain leadership agreement on the matter**
3. **Request that the current President includes it on an upcoming board agenda as a Discussion Item**
4. **Once on an agenda, be prepared to present the idea and articulate the rationale with the NJPA Executive Board for board discussion**
5. **The discussion period might take one or more board meetings or be a part of multiple e-discussion threads**
6. **Once the discussion is deemed completed, it may become an Action Item**
II. NJPA Executive Board & Executive Director

A. NJPA Voting Executive Board Members – Elected by the Membership
NJPA Non-Voting Special Representative Board Members – Appointed by Position

Board members are the fiduciaries who steer the organization towards a sustainable future by adopting sound, ethical, and legal governance and financial management policies, as well as by making sure NJPA has adequate resources to advance its mission.

The Board Member Basics
The board has three primary duties - “duty of care,” “duty of commitment,” and “duty of governance.” Because there are paid NJPA staff in place, rather than steer the boat by managing day-to-day operations, board members provide foresight, oversight, and insight.

1. Duty of Care: Take care of NJPA by ensuring prudent use of all assets, including facility, people, and good will;
2. Duty of Commitment: Ensure that NJPA’s activities and transactions are, first and foremost, advancing its mission; Recognize and disclose conflicts of interest; Make decisions that are in the best interest of NJPA; not in the best interest of the individual board member (or any other individual or for-profit entity).
3. Duty of Governance: Ensure that NJPA complies with applicable laws and regulations; follows its own bylaws; and that NJPA adheres to its stated mission and strategic plan goals.

However, NJPA does not exist solely to fulfill legal duties and serve as a fiduciary of the organization’s assets. Board members also play very significant roles providing guidance to NJPA by contributing to the NJPA’s evolving culture, strategic plan goals/focus, effectiveness, and financial sustainability, as well as serving as NJPA ambassadors and advocates.
VOTING BOARD MEMBERS: (14)
President
Past-President
President-Elect
Treasurer
Secretary
APA Council
NJPAGS Chair
ECP Chair
MALs (6)
(The President will appoint one of the voting members to serve as the CODI Co-Chair)

NON-VOTING BOARD MEMBERS (14):
Affiliate Caucus Chair; Executive Director; Director of Professional Affairs; Parliamentarian; Director of Academic Affairs; Affiliate Board Representatives (8); CODI NJPA Member Co-Chair

B. Executive Director
One of the most important responsibilities for many boards is to hire and set the compensation of an executive director to run the day-to-day management activities of the organization and implement the board’s directives. The executive director hires Central Office staff to help get the association’s work done. NJPA has paid office staff to help the executive director manage - advocacy, continuing education, communications, membership, and help with the administrative planning for NJPA board and committees’ work.

The Role of the Executive Director on the Executive Board
The executive director’s input in board meeting deliberation is instrumental and invaluable for informed decision making. However, to avoid actual or perceived conflicts of interest, questions concerning accountability, or blurring the line between oversight and execution, the NJPA executive director is a non-voting members of the NJPA board.
**Board Communication**

Board members are expected to be prepared for each meeting. Board materials are emailed out a few weeks before the meeting. All documents can be found on the NJPA website, on the **Board Only** website page (login required). Board members can communicate with one another via the board LISTSERV.

**Rules of the Board Meetings**

NJPA board meetings follow the Keeseys’s Modern Parliamentary Procedure. The Keeseys’s Modern Parliamentary Procedure, as opposed to Robert’s Rule of Order were adopted by NJPA; similar to APA, which adopted Keeseys’s Modern Parliamentary Procedure in 1981. Keeseys’s Modern Parliamentary Procedure streamline the rules of order while also preserving the essential elements of good Parliamentary procedures in several ways such as: 1) Majority rules - this ensures equality of membership with the most junior member having as strong a vote as the most senior member; 2) Freedom of discussion & respectful dialogue - to empower people to speak while also keeping in mind that we represent NJ psychologists; 3) Fiduciary responsibility (e.g. diligence, finances); 4) There is no need to second a motion in Keeseys’s Modern Parliamentary Procedure; 5) You do not table in Keeseys’s Modern Parliamentary Procedure – tabling pushes off issues and they may never be put forth again etc. The importance of all Board members knowing exactly what motion is being discussed at the present moment was emphasized. If there is uncertainty, ask for clarity.

**NJPA Parliamentarian**

The NJPA President appoints their parliamentarian each year. See the attached Parliamentarian job description. The Parliamentarian is a volunteer who serves at the pleasure of the current President of NJPA. The Parliamentarian must remain scrupulously neutral with regard to the actions before the Board. The role of the Parliamentarian is to assist the President and the Board in the conduct of board meetings following Keeseys’s Procedure (also assisting with staying on track with motions, the voting process, watching the meeting time, and helping with the order of board member questions).

In addition, the Parliamentarian may be called upon by the President and/or the Executive Director to review Motions before meetings to insure they are in proper form, thus enabling the Board to be clear about the actions they are undertaking. The Parliamentarian should be familiar with Keeseys’s Procedures, the NJPA Bylaws, and Strategic Plan. NJPA will provide the Parliamentarian with a copy of the Keeseys’s Procedures. NJPA will have a list of Parliamentarian substitutes if the Parliamentarian is unavailable for a meeting.
Expected Board Meeting Conduct
Attend all board meetings
Start and end meetings on time
Study and understand the mission statement, bylaws, and strategic plan
Know the year’s budget and financial policies
Prepare by reviewing the agenda and supporting documents
Stick to established agendas
Be respectful of people and ideas

Expected Board Member Leadership Conduct
Volunteering for executive board tasks
Promote NJPA to others (though you cannot speak for organization without authority)
Recruit future NJPA leaders
Stay current on issues and trends impacting NJPA and the membership
Serve on appointed committees and attend other required activities, such as the NJPA orientation and business meeting
Attendance at NJPA continuing education programs is appreciated
Educate membership about all NJPA Executive Board approved decisions. General board discussion topics can be shared but must not be presented as approved board decisions. All closed session discussions and materials shall not be shared with anyone, unless it was an approved report out message.

Board Policies and Procedures
The NJPA website’s Governance page has all important board policies and procedures linked for your review. They are important documents with which you should be familiar, such as - Antitrust Policy; Executive Responsibilities & Decision-Making Policy; Executive Board Policy; Financial Policy; Fundraising & Accountability Policy for Fundraising Initiatives; Whistleblower Policy; NJPA Representative Guidelines; Board Member Resignation and Removal Policy; Roll Call Policy; Member Removal Policy; NJPA Minutes Template; Sample Minutes; Committees of the Board Definitions; Board Attestation - (Board Policy, Code of Conduct and Conflict of Interest); Nominations and Leadership Development Manual; E-Vote Policy; Social Advocacy Policy; NJPA Member Ask for NJPA Support Policy; Virtual Meeting Participation Policy; Transparency of NJPA Executive Board
Financial Documents
The NJPA Board has the responsibility to ensure that NJPA’s financial matters are properly managed. NJPA’s accounts include an Operating Account, Savings Account, Legal Action Account and Reserve Account. NJPA must have complete, current financial records from all of its accounts. A 990 must be filed, approved by the Finance Committee and the Board. It is available to the public.

**Budget** - The NJPA budget is an itemized summary of likely income/revenue and expenses for a given period – January to December. It is created using a spreadsheet, and it provides a concrete, organized, and easily understood breakdown of how much money NJPA has coming in and how much NJPA is spending each year. It’s an invaluable tool to help NJPA prioritize its spending and managing money. Planning and monitoring the NJPA budget will help NJPA identify wasteful expenditures, adapt quickly as our financial situation changes, and achieve our financial goals. In the summer of each year, the executive director and bookkeeper work on a first draft of the next year’s budget. The draft budget is proposed to the Finance Committee of the Board. The budget is reviewed line by line. The approved budget draft is then presented to the executive board for final approval.

**NJPA Financial Policies Manual** – This manual covers NJPA’s accounting, spending, and investing of money. These policies are reviewed on the second year of the treasurer’s term. Any changes are sent to the board for approval. Each year, the NJPA accountants complete financial summaries on behalf of NJPA.

**Annual Financial Statements**
Each year, the Finance Committee must review the annual financial statements prepared by NJPA management and worked on with the accountants. The statements must determine if they meet the Finance Committee’s understanding of what is required by the NJPA Board financial review. They attest that the financial results have been reviewed, discussed, explained and are in-line with what the NJPA Board has observed and been told occurred in the period, consistent with the annual profit and loss and budget discussions, meaning there are not any surprise
results or changes. The Finance Committee will allow the board to ask questions about these financial statements before the board vote to receive and approve the financial statements.

990 - Financial Accountability and an Evaluation of Operations
Even though NJPA and NJPAF as tax-exempt organizations do not pay federal taxes, they both do have to file an information form with the IRS. That form is called a 990. Having to file the 990 makes sure that NJPA and NJPAF both conduct their business in a way that is consistent with their public responsibilities. The 990 is made public. In the 990, NJPA and NJPAF share their missions and detail association accomplishments of the previous year, thus making a case for keeping its tax-exempt status. The 990 also requires disclosure of potential conflicts of interest, compensation of board members and staff, and other details having to do with financial accountability and avoidance of fraud. The NJPA Executive Board must review approve the NJPA 990. The NJPAF Board of Trustees must review and approve the NJPAF 990.

IV. How NJPA Executive Board Gets Work Done in Between Board Meetings - Committees of the Board
The executive board’s work is completed by the NJPA committees of the board. At the beginning of each year, MALs will be appointed to various committees of the board by the president. NJPA officers have set appointments on the committees.

Executive Committee is chaired by the president. Core members are president, president-elect, past-president, secretary, treasurer, one member-at-large, executive director, and others as requested by the president. This committee serves in an advisory capacity to the president.

Finance Committee is chaired by the treasurer. Core members are treasurer, president, president-elect, executive director. Additional members, including past-treasurers can be invited to attend specific meetings or to join the committee for a year. The committee serves to oversee the financial management and the reserve funds of the association, and to make budget recommendations to the executive board.

Nominations & Leadership Development Committee is chaired by the past-past- president. Core members are past-past president, past-president, president, president-elect, and executive director. The committee is responsible for overseeing
the nomination and election procedures for NJPA, including setting policy and procedures, and monitoring the election process.

**Personnel Committee** is chaired by the executive board member appointed by the president. Core members are past-president, president, president-elect, treasurer, and executive director. The committee serves to review and update personnel policies, oversee the process of evaluating the executive director, and makes recommendations to the board for executive director's terms of employment.

**Governance Committee** is chaired by the past-president. Core members are past-president, president, president-elect, secretary, and executive director. The committee is responsible for leadership development, board orientation, board evaluation, overseeing and recommending policy and procedure revisions, and ensuring adherence to bylaws and policies.

**Committee on Diversity and Inclusion (CODI)** is unlike other committees of the board, as it is comprised of executive board and non-executive board NJPA members. This committee is co-chaired by a member of the executive board and an NJPA member non-board member with a working knowledge of diversity. The president-elect is appointed to this committee. The executive director is an ex officio member. This committee is responsible for examining issues of diversity and cultural competence in the field that have an impact upon the practice of psychology. The committee will look to advise the board in fostering multicultural awareness and inclusiveness within the organization.

**Membership Committee**
Membership Committee is chaired by a member-at-large, appointed by the president. Core members are past-president, president, president-elect, and treasurer, CODI voting board member, affiliate caucus chair, and executive director. All members-at-large may be assigned by the president to serve on this board for their member-at-large term. One NJPAGS representative, recommended by the NJPAGS chair, will be appointed by the president for a one year term. At least two non-executive board members, including one early career psychologist when possible, will be appointed by the executive board for a two year term. All committee members have a fiduciary responsibility. The committee is responsible for reviewing all applications for NJPA membership, or for change in membership status, and shall approve those applications that meet the membership criteria within a 10 days period. The committee shall address member needs, recruitment of new members, and retention of current members. The committee will be responsible for quarterly membership updates to be presented to the board and membership, and conduct at least one membership survey each year. The committee will collaborate with other committees of the board and general committees to address organizational needs.
Association Basics

I. New Jersey Psychological Association (NJPA)

NJPA is a 501(c)(6), a not-for profit with the purpose of promoting a common business interest, the purpose of which is to promote such common interest and not to engage in a regular business of a kind ordinarily carried on for profit. The mission of the New Jersey Psychological Association is the advancement of psychology as a science, as a profession, and as a means of promoting health and human welfare in an atmosphere that supports the diversity of its members and the society at large. NJPA is more than just a professional association for psychologists in the State of New Jersey. NJPA is an indispensable network of resources for the public and media, a staunch advocate for psychologists in the state, and an influential presence helping shape mental health policies in New Jersey.

NJPA has approximately 1600 members. Member benefits include –

- Professional Consultations
- Members Only Listserv
- Special Pricing for CE Events
- Referral Service Network
- Supervision & Consultation Resource List
- Members Only Web Portal
- NJ Psychologist subscription
- Weekly informational e-blasts
- Diverse Community Networks
What else do we do? We advocate.
Our Committee on Legislative Affairs is instrumental in maintaining standards of practice, protecting patients, and monitoring public policies and regulations that affect the profession and the public.

II. NJPA’s Governing Documents
NJPA Bylaws
Bylaws are an association’s operation manual. The NJPA bylaws cover membership, conduct of meetings, affiliate groups, amendments, executive board, nominations, executive director, and committees. They are reviewed on an ongoing basis and can be changed with board approval then a full voting membership vote.

NJPA Mission Statement
A mission statement is a statement which is used as a way of communicating the purpose of the association. The NJPA mission is “the advancement of psychology as a science, as a profession, and as a means of promoting health and human welfare in an atmosphere that supports the diversity of its members and the society at large.”

NJPA Strategic Plan (Sunsets December 31, 2022)
A strategic plan is a tool used to communicate with the association the association’s goals, the actions needed to achieve those goals and all of the other critical elements developed during the planning exercise. Work should be done at least a year out from the sunset date to create a new strategic plan. All member voices should be included and considered in the planning and development process. Below are the current strategic plan goals -

Goal 1: Provide a professional community for all members of the New Jersey Psychological Association.
   A. Advocate for the Professional Interests of Members - Legislative Advocacy
   B. Regulatory Advocacy
   C. Membership Recruitment and Retention
   D. Provide professional development opportunities for members.
   E. Assess members’ needs and evaluate efforts to address these on an ongoing basis.
F. Support and strengthen the interrelationships among all organizational components of NJPA.

G. Publicize the value and work of NJPA and of its members both within the association and with the general public.

H. Develop and improve opportunities for member-to-member professional communication.

Goal 2: Infuse and address diversity and inclusion issues into all areas of the association.

Goal 3: Address issues related to social advocacy involving the application of psychological science and psychological services related to the mental health of the diverse populations of New Jersey.

Transparency – NJPA Members are invited to be Board Meeting Guests
Unless deemed otherwise, all executive board meetings are considered “open meetings” and can be attended by any NJPA member as a “guest,” at any time. Guests may remain for all or part of the meeting and be party to all official business conducted by the NJPA executive board, except when the board goes into “closed session” that are only attended by voting members. Guests are considered “observers” and may participate in board discussions in two ways: 1) a guest may be acknowledged by the presiding officer, usually the NJPA president, at his/her discretion, either as requested in advance, or impromptu, during the meeting; 2) an executive board member may, when acknowledged to speak, elect instead to yield the floor to a guest in order for him/her to address the board.

Any NJPA member has the right to bring an item of relevant interest and importance to the attention of the Executive Board for consideration and/or action by the association. Members wishing to submit agenda items for consideration should do so by following the current board procedure.

V. Affiliated Corporations
New Jersey Psychological Association – Foundation
The NJPA Foundation, a charitable, tax exempt 501(c)(3), is committed to advancing the psychological health of our New Jersey communities by supporting psychological services for underserved children and adults who cannot afford them, by financially supporting the training of graduate students through statewide sites, and by disseminating psychological knowledge to the general public. As the philanthropic arm of NJPA, the Foundation is committed to promoting the psychological health of the diverse people of New Jersey. NJPA and the Foundation are working together to find a way to reframe the way NJPA and the Foundation interact in order to create joint visibility for NJPA and the Foundation to get more member participation and find a stronger means of support for
the Foundation.

New Jersey Psychology- Political Action Committee (NJP-PAC) IRC Section 527
NJP-PAC is a voluntary, non-profit political action committee comprised of a board of trustees, consisting of NJPA members, NJPA staff and government affairs agent, and other contributors, including psychologists, their families, and other individuals interested in psychology. NJP-PAC is a separate entity, and is not affiliated with any political party or other political committee. The purpose of NJP-PAC is to make contributions, from funds received from NJP-PAC contributors, to candidates for office and political committees in New Jersey who have demonstrated their interest in and support of psychology, without regard to party affiliation. NJP-PAC solicits funds to be distributed in such a manner as to advance the stature of the profession of psychology in New Jersey, and appoints NJPA members to attend fundraising events to represent the profession of psychology.

Affiliates
NJPA currently has eight affiliate associations - Essex Union County Association Of Psychologists, Mercer County Psychological Association, Middlesex County Association Of Psychologists, Monmouth/Ocean County Psychological Association, Morris County Psychological Association, Northeast Counties Association Of Psychologists, Somerset/Hunterdon/Warren Psychological Association, and South Jersey Psychological Association. The eight affiliate psychological associations offer local psychologists and students, living or working within a close geographical radius, the opportunity to meet, network, and socialize with colleagues and to share information, concerns, and ideas. These organizations hold meetings and offer speakers and programs (many include Continuing Education credits). The NJPA Affiliate Caucus recommends affiliate members to be NJPA executive board Members-At-Large, which are then voted on by the entire NJPA membership.

VI. NJPA Central Office
Office hours are 8:30 am to 4:00 pm, Monday-Friday.
354 Eisenhower Parkway, Plaza 1, Suite 1150
Livingston, NJ 07039
973-243-9800
www.psychologynj.org

The NJPA Staff Liaison Role
NJPA assigns a staff liaison to each committee, task force, and special interest group, and he/she serves as the primary
resource person to that committee, task force, and special interest group. The staff liaison is able to explain NJPA policies and procedures and draws on the skills of other staff members to provide effective assistance and service to each committee, task force, and special interest group.

The committee, task force, and special interest group may use their staff liaison as a means to get a meeting date on the NJPA annual calendar, update your committee membership and leadership information, get committee information on the NJPA website, post a meeting listing on the NJPA Friday Update, get information about submitting journal articles, and apply for presenting a NJPA program, webinar, and/or continuing education.

NJPA is a member/volunteer driven association and is mindful that too active a staff liaison role reduces the value of the committee and impairs the motivation of volunteers. Therefore, in general, the staff liaison should not be used to do committee work or act as the committee’s private secretary.