

10. NIGP CENTER FOR THE ADVANCEMENT OF RESEARCH AND EXCELLENCE

Scope

These policies describe the organizational structure, authority, roles, responsibilities, and policies of the NIGP Center for the Advancement of Research and Excellence (hereinafter referred to a “Center” or “CARE”) as an internal cost center that falls within the purview of NIGP’s non-profit status as a 501(c)(3) charitable non-stock corporation.

The scope of the Center is to bring together the thought leadership of NIGP (senior public procurement practitioners, the business community, the academic community, and the professional association community serving public sector interests) as a formal, centralized think tank that advances research and excellence in public procurement.

Governing References

- NIGP Bylaws- Article II.1.c (Governing Board’s power to create committees)

General

A. Powers and Authority

The Institute’s governance is led by a Governing Board which has the ultimate responsibility for setting the organizational direction, ensuring adequate resources, and providing program oversight. It has devolved certain powers, as described in this section, to the Steering Council of the Center. Notwithstanding, the Governing Board has the sole authority for adding, deleting, or modifying the Center’s powers in its best interest.

As a formal, centralized think tank, the Center has specific powers and authority as delineated below:

1. Setting direction
 - a. Looking outwardly at the socio-economic environmental factors impacting public procurement.
 - b. Identifying and sharing trends across all sectors (private,

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public, and non-profit), both current and emerging, that do or will impact the practice and study of public procurement.

- c. Recommending potential programs and services to the NIGP Governing Board and/or NIGP staff for further development and potential execution, whether by staff or NIGP partners; provided however, that any unfunded programs or services would first require budget authorization by the NIGP Governing Board.

2. Ensuring Adequate Resources

- a. Providing a pipeline for corporate and individual sponsorships and grants in support of the Center's objectives.
- b. Pursuing grants underwritten by foundations with a mission that mutually aligns with the mission of the Center.

3. Providing Program Oversight

- a. Identifying, encouraging, prioritizing and/or commissioning research and programs that guide public procurement professionals and the industry.
- b. Collaborating with NIGP staff in support of the following activities:
 - (1) Integrating content into NIGP's content and events strategy and/or into its Pathways learning and credentialing system, including, but not limited to, certificates, specializations, and the NIGP Certified Procurement Professional designation (NIGP-CPP)
 - (2) Integrating content into Global Best Practices in Public Procurement which are facilitated by NIGP
- c. Engaging with the academic community by sharing trends and related content in public procurement for their possible inclusion into academic journals and curriculum serving public policy and public administration academic programs.
- d. Producing an annual State of Public Procurement white paper focused on the Center's work during the prior year.

B. The Center Structure

The Center shall be organized within two tiers of governance:

1. The Center's Steering Council
2. The Center's Advisory Board

C. The Steering Council's Roles and Structure

1. The Steering Council shall govern the Center's program within the limits prescribed by the NIGP Governing Board.
2. Roles. The Steering Council is responsible for:
 - a. Promulgating policies and practices related to the mission, goals, objectives, and activities of the Center; subject to ratification by the NIGP Governing Board. Such policies shall include the rights and responsibilities of the Steering Council and how it self-governs within the parameters of this policy.
 - b. Determining the mix of appointees on the Advisory Board in alignment with the objectives of the Center in consideration of critical demographics that assures diversity of representation, inclusion of perspectives, and thought leadership.
 - c. Making appointments and filling vacancies on the Center's Advisory Board.
 - d. Determining when to call the Advisory Board into session with the intent to meet at least quarterly telephonically.
 - e. Determining Center priorities based on recommendations offered by the Advisory Board.
3. Composition: The Steering Council shall be comprised of five (5) voting members and two (2) non-voting advisors as follows:
 - a. The current NIGP Governing Board Chair shall be ex-officio Chair of the Center's Steering Council
 - b. The current NIGP Business Council Chair
 - c. The Executive Director or Senior Executive of a non-profit

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association dedicated to the study and teaching of public administration or public policy; with preference given to those executives from the American Society for Public Administration (ASPA) and the National Association of Schools of Public Affairs and Administration (NASPPA).

- d. A leading public administration academic recommended by the Executive Director or Senior Executive of the non-profit association dedicated to the study and teaching of public administration or public policy as described in section 10.C.3.c above.
 - e. The Executive Director or Senior Executive of a non-profit association representing public sector executives or elected officials who have a stakeholder interest in public procurement.
 - f. The NIGP Chief Executive or designee shall serve as staff liaison to the Steering Council without a vote.
 - g. The Chair of the Advisory Board shall serve as an advisor to the Steering Council without a vote.
4. Eligibility: With exception of the two ex officio positions on the Councils whose eligibility is determined by other policies contained in the Governing Board's Policy Manual, there are no specific eligibility requisites for service on the Steering Council.
5. Selection: The NIGP Governing Board shall be responsible for appointing all members to the Center's Steering Council unless otherwise serving as an ex officio.
6. Terms
- a. Except for ex officio positions whose terms coincide with their expressed position, the term of each Steering Council member shall be three (3) years.
 - b. Terms shall be staggered to ensure optimal continuity on the Steering Council.
 - c. Terms begin on July 1st.
 - d. Except for ex officio positions, there are no term limits.

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7. Leadership

- a. The Chair of the NIGP Governing Board shall serve as Chair of the Steering Council.
- b. If desired by the Steering Council, the Council shall, by majority vote, appoint a Vice Chair whose role is to conduct meetings of the Council when requested by the Chair due to the Chair's absence or the Chair's desire to speak on an issue.
- c. The Chair shall serve a non-recurring, two (2) year term that coincides with his/her term as Chair of the NIGP Governing Board.
- d. The Chair shall set the agendas and preside over all meetings of the Steering Council.
- e. The Chair shall have the authority to establish task forces and appoint task force members for a specific purpose, result, and timeline. When the work of the task force is completed, it shall be disbanded.
- f. The Chair shall have the authority to appoint advisory members to the Steering Council for a specific purpose and timeline. Advisory members shall be non-voting.

8. Vacancies

- a. The NIGP Governing Board is responsible for filling non-ex officio vacancies on the Steering Council.
- b. To the extent feasible, vacancies shall be filled within sixty (60) calendar days.

D. The Advisory Board's Roles and Structure

- 1. The Advisory Board shall serve as the Center's think tank within the limits prescribed by the NIGP Governing Board and the Center's Steering Council.
- 2. Roles. The Advisory Board is responsible for:
 - a. Sharing trends, observations, data, or research related to

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impacts to, or by, public procurement; and

- b. Recommending topics and related methodologies to be employed for introducing and discussing discoverable trends that may impact the profession.
3. Composition: The Advisory Board shall be comprised of a maximum of twenty-four (24) individuals, who represent a balance of four stakeholder disciplines:
- a. Senior public procurement practitioners;
 - b. Business community thought leaders;
 - c. Academic community thought leaders; and
 - d. Stakeholder association thought leaders.

In their best interests, members of the Steering Council may individually or collectively serve on the Advisory Board as non-voting advisors.

4. Eligibility
- a. For senior public procurement practitioner candidates:
 - (1) Represents a minimum of three (3) years' experience as the senior executive for a public sector procurement organization; and
 - (2) Holds Institute membership either through a Public Agency or as an Individual;
 - (3) Is not a current member of the NIGP Governing Board or one of the three Councils.
 - b. For all other stakeholder disciplines, there are no specific eligibility requirements to serve on the Advisory Board.

5. Selection
- a. The Steering Council shall be responsible for appointing senior public procurement practitioners to the Center's Advisory Board; subject to ratification by the NIGP Governing Board.

For such positions, the Steering Council shall, to the extent

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possible, collaborate with the NIGP Talent Council on potential candidates and shall take reasonable steps to ensure that these practitioners reflect the diversity of the profession.

- b. The Steering Council shall be responsible for appointing business community thought leaders, academic community thought leaders and stakeholder association thought leaders utilizing the following guidelines:
 - (1) Business community thought leaders shall reflect the diversity of the supplier community that provides goods, services, equipment, and solutions to the public sector.
 - (2) Academic community thought leaders shall represent researchers, administrators, or journal editors in public administration or public policy.
 - (3) Stakeholder association thought leaders shall represent non-profit associations serving the public sector which have direct or indirect responsibility for public procurement.
- c. There is no prescribed number of seats dedicated to each of the four disciplines provided however that:
 - (1) Each of the four stakeholder disciplines has at least one (1) representative; and
 - (2) No organization or entity shall have more than one representative on the Advisory Board.

6. Terms

- a. The term of each Advisory Board member shall be three (3) years.
- b. Terms shall be staggered within each stakeholder discipline to ensure optimal continuity on the Advisory Board.
- c. Terms begin on July 1st.
- d. There are no term limits.

7. Leadership

- a. The Steering Council shall, by majority vote, appoint a Chair

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of the Advisory Board. The Chair of the Advisory Board shall serve as a non-voting member of the Steering Council.

- b. If desired by the Advisory Board, the Board shall, by majority vote, appoint a Vice Chair whose role is to conduct meetings of the Board when requested by the Chair due to the Chair's absence or the Chair's desire to speak on an issue.
- c. The Chair shall serve a two-year term that coincides with the term of the Chair of the Steering Council. Terms are renewable by majority vote of the Steering Council without limits.
- d. The Chair shall set the agendas and preside over all meetings of the Advisory Board.
- e. The Chair shall have the authority to establish task forces and appoint task force members for a specific purpose, result, and timeline. When the work of the task force is completed, it shall be disbanded.
- f. The Chair shall have the authority to appoint advisory members to the Advisory Board for a specific purpose and timeline. Advisory members shall be non-voting.

8. Vacancies

- a. An Advisory Board member shall resign his/her position on the Board if he/she is no longer representing the described stakeholder discipline; provided however, that the Advisory Board Chair may waive this requirement in the best interest of the Board.
- b. The Steering Council is responsible for filling vacancies on the Advisory Board.
- c. To the extent feasible, vacancies shall be filled within sixty (60) calendar days

E. The Center's Membership

- 1. The Steering Council shall be responsible for establishing eligibility parameters and benefits for becoming a member of the Center; subject to approval by the NIGP Governing Board via this policy.

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2. The following classifications of membership are considered:
 - a. Active Institutional Members. This classification includes organizations with an interest in public procurement research that would contribute to, and/or benefit from, the mission and work of the Center:
 - (1) Public sector entities
 - (2) Schools within colleges and universities
 - (3) Non-profit associations
 - b. Patron members. This classification represents corporations and foundations that commit to provide financial contributions and/or grants to the work of the Center. This classification of membership is predicated on Memorandum of Understanding or similar written document that defines the terms of conditions required as a condition of this membership status. To assure equity, the general terms and conditions shall be consistent for all patron members.
 - c. Affiliate members. This classification represents for-profit organizations that have a stakeholder interest in the work of the Center but do not provide financial contributions and/or grants.
 - d. Associate members. This classification represents individuals who support the work of the Center and wish to align with the Center's brand.
 - e. Senior Fellows of the Center. This classification is bestowed by the Center's Steering Council to recognize professionals who have contributed a body of work that advances the mission of the Center. Such members may be given the title "Senior Fellow of the NIGP Center for the Advancement of Research and Excellence."

F. Financial Management

The Center is an operational cost center within the operating budget of NIGP. Accordingly, the Center shall adhere to operational policies outlined in this Board Policy Manual and to procedures developed by the NIGP Finance Council. This includes requesting annual appropriations for the operation of the Center for consideration and approval by the NIGP Finance Council and NIGP Governing Board.

Notwithstanding, the Steering Council has the authority to establish a framework for seeking and securing funding for research to include philanthropic grants.

G. Meetings

1. The Chairs of the respective Steering Council and Advisory Board shall determine when and where to hold their regular meetings whether in-person or telephonically; provided, however, that the Steering Council may call a special meeting of the Advisory Board in its best interest.
2. A meeting notice announcing a meeting date and time shall be sent to each Council or Board member by written or electronic correspondence or other means at least ten (10) days prior to the meeting. The NIGP Staff Liaison assigned to the Council or Board by the Chief Executive Officer shall be responsible for issuing the notification for meetings and distributing agendas and meeting packets as appropriate.
3. Such meetings shall be considered official meetings for the purpose of deliberating issues and taking formal actions. Any formal actions shall require majority vote of members in attendance; provided that a quorum is attained. An official record of formal actions shall be maintained by the staff liaison with the Council or Board.

H. Council and Board Member Expectations

1. Members are expected to attend all in-person meetings as well as all telephonic or video conferencing meetings. These expectations include:
 - a. Preparing for each meeting by carefully studying the agenda and supporting materials; and
 - b. Participating effectively in the meetings and in the best interest of the Institute.
2. Appointed Council and Board Members who fail to attend two (2) consecutive meetings without an excuse shall have resigned his/her position on the Council or Board following the third consecutive absence.

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3. To be excused from a meeting, the member is required to submit a written explanation for the absence to the Chair who shall determine whether the absence is excused or unexcused. All excused absences shall be recorded within the official actions of the affected meeting.

I. Conflict of Interest

As a condition of service on the Center's Steering Council or Advisory Board, each member shall sign NIGP's Conflict of Interest policy which obligates a Council or Board member to recuse himself/herself from voting on any action brought before the Council or Board that may bring real or perceived personal and/or financial benefit to himself/herself. This restriction does not preclude the right of the Council or Board members to participate in the discussions leading to the vote.

J. Rules and Decorum in Debate

Pursuant to the ***NIGP Bylaws***, meetings shall be conducted in accordance with the current edition of ***Robert's Rules of Order***.

K. Relationship Between the Council or Board and Staff

1. The role and responsibilities of the Center's Steering Council or Advisory Board is outlined in this Section of the Board Policy Manual.
2. The role and responsibilities of the Chief Executive Officer or designee is to manage the activities of the Institute under the direction of the Governing Board and in accordance with this Section of the Center's Policy Manual.
3. The Chief Executive Officer shall appoint a staff liaison(s) to the Council and the Board for the purpose of coordinating work efforts between staff resources and the Institute's respective committees.
4. In the performance of these roles and responsibilities, the Institute recognizes both the informal relationship between the Center's Council and Board and the NIGP staff and the importance of protocol between these bodies. Accordingly, members of the Council or Board shall communicate directly with their respective Chair and the Chief Executive Officer on matters affecting:

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- a. Directives to initiate or terminate specific actions
- b. Directives involving regulations or policies
- c. Staff disciplinary measures
- d. Staff performance