



Public Management Research Association

Bylaws & Policy Manual

Published on: March 1, 2025

Updated on: November 5, 2025



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INTRODUCTION

Introduction

Mission

The Public Management Research Association (PMRA) is a professional membership organization established to advance research on public organizations and their management. This includes sponsoring conferences, supporting publications, fostering professional and academic opportunities, and serving as a voice for the public management research community.

Scope

PMRA's mission covers formal governmental organizations, nonprofit institutions, quasi-public institutions, and organizations with public contracts or serving public purposes. It aims to foster relations among researchers in various disciplines concerned with management and organization.

Document Overview

The **PMRA Bylaws and Policy Manual** serves as the foundation for how our organization operates and governs itself. This document is divided into two key sections:

1. **Bylaws** – The governing framework that defines PMRA's structure, authority, and fundamental rules. These bylaws establish the legal and organizational foundation for the association, ensuring consistency, transparency, and adherence to our mission.
2. **Board-Approved Policies** – A set of policies adopted by the PMRA Board of Directors that guide the association's day-to-day operations and strategic decisions. These policies provide structure to key areas such as administration, finance, membership, governance, conferences, awards, committees, and publications. They clarify roles, responsibilities, and expectations to ensure PMRA functions effectively and in alignment with its values.

The Board of Directors is responsible for developing, approving, and overseeing these policies to maintain consistency and accountability in PMRA's activities. As the organization evolves, policies may be reviewed and updated to reflect emerging needs and priorities.

This manual is designed to provide clarity and direction, ensuring that PMRA continues to serve its members and advance the field of public management research with integrity and excellence.



ASSOCIATION
BYLAWS

PMRA Association Bylaws

Approved on: June 26, 2024

Amended on: September 15, 2025

Article I: Name and Location

1.1 Name: The organization shall be known as the Public Management Research Association (PMRA).

1.2 Location: The principal office of PMRA shall be determined by the Board of Directors.

Article II: Purpose

2.1 Mission: PMRA is a professional membership organization established to advance research on public organizations and their management. This includes, but is not limited to sponsoring conferences, supporting publications, fostering professional and academic opportunities, and serving as a voice for the public management research community.

2.2 Scope: PMRA's mission covers formal governmental organizations, nonprofit institutions, quasi-public institutions, and organizations with public contracts or serving public purposes. It aims to foster relations among researchers in various disciplines concerned with management and organization.

Article III: Membership

3.1 Eligibility: Membership is open to individuals interested in public management research and requires registration, payment of applicable fees, and adherence to criteria set by the Board.

3.2 Rights and Responsibilities: Membership entitles individuals to voting rights, eligibility for office, and access to PMRA services.

3.3 Dues, Types, and Benefits: Membership dues, types, and benefits are set by the Board of Directors.

Article IV: Governance

4.1 Status and Governance

A. Legal Status: PMRA is a nonprofit academic membership association.

B. Governance: PMRA is governed by a nine-person Board of Directors and key officers.

4.2 Board of Directors

- A. Composition: The voting membership of the Board of Directors shall consist of nine members plus the elected Officers. Ex-officio members shall be included as non-voting members.
- B. Terms of Office: Board members serve four-year terms, staggered to ensure continuity and may not serve two consecutive terms. Officers serve two-year terms.
- C. Nominations and Elections
 - 1. The President appoints a five-person Nominating Committee.
 - 2. The Nominating Committee will announce and solicit nominations from the membership to create a slate of candidates which is approved by the Board.
 - 3. Board Members are elected by the membership via electronic survey with those receiving the most votes elected to the Board.
 - 4. In the event of a vacancy, the Board will appoint from the membership to fulfill the remainder of the term. This interim service will not be counted as a full term.

4.3 Officers

- A. President: The President serves a two-year term and is the chief executive officer of PMRA.
- B. Vice President: The Vice President serves a two-year term and is the President-Elect.
- C. Treasurer: The Treasurer serves a two-year term. The Secretariat may be appointed to this position. The Secretariat may serve without term limits and must serve as an ex-officio member of the Board when appointed.
- D. Nominations and Appointments
 - 1. Officers are appointed by vote of the Board.
 - 2. For the selection of Vice-President and Treasurer, the President identifies and nominates 1-2 candidates for each position.
 - 3. The Board will consider these nominees and act on them by voice vote, or electronic vote.
 - 4. The role of the President is automatically filled by the person who last served as Vice-President.
- E. Vacancies
 - 1. If a vacancy occurs in the role of President, the Vice-President will fulfill the remainder of the term as President.
 - 2. If a vacancy occurs in the role of Vice-President, the President will identify and nominate 1-2 candidates to the Board to fulfill the remainder of the term. The Board will consider these nominees and act on them by voice vote, or electronic vote.
 - 3. This interim service will not be counted as a full term.

4.4 Meetings and Procedures

- A. Regular Meetings
 - 1. Regular meetings of the PMRA Board shall be held at least twice each year, one of which is to be held in conjunction with the annual conference.
 - 2. Meetings may be held in-person or virtually to accommodate diverse participation.

3. Notice of regular meetings shall be provided to all Board members at least 5 days in advance.
- B. Special Meetings
 1. Special meetings may be called by the President or by a majority of the Board.
 2. Meetings may be conducted virtually for efficient communication.
 3. Notice of special meetings shall be provided to all Board members at least 3 days in advance.

4.5 Quorum

- A. A quorum for Board meetings shall consist of a majority of Board members. A majority for these purposes is defined as $\frac{1}{2}$ plus one of the voting Board members and Officers of the Board of Directors.
- B. A quorum for membership meetings shall consist of the members present.

4.6 Executive Committee

- A. Formation and Responsibilities
 1. The Executive Committee consists of the President, Vice President, Treasurer, and administrative personnel/ contractors per invitation of the President.
 2. The Executive Committee oversees regular operational matters, urgent matters, and makes recommendations to the full Board.
 3. The Executive Committee may act on behalf of the Board between regular meetings, with ratification of decisions at the next Regular Meeting of the Board.

4.7 Ex-Officio Members

- A. Ex-officio members will include, if appointed, the PMRA Journals Director, Editors of JPART & PPMG, and the Director/Manager of the PMRA Secretariat.
- B. Immediate Past President

4.8 Finances

- A. Membership dues are set by the Board.
- B. The President, Vice President, and Treasurer along with the PMRA Secretariat, prepare an annual budget for Board approval.
- C. The Board must approve the budget.
- D. The President, Vice President, and Treasurer are responsible for executing the budget.

Article V: Administration

5.1 Secretariat

- A. The Board may select a university to serve as the administrative Secretariat, which will manage routine corporate affairs as needed.
- B. The terms and duration of the Secretariat contract are at the discretion of the Board and the contracting university.

- C. The President is responsible for overseeing the performance of the Secretariat and ensuring that their work meets the standards and requirements set by PMRA.

5.2 Contractors

- A. The President has the authority to engage contractors for specific tasks or services deemed necessary for the operations of the Association.
- B. All contracted work must align with the goals and objectives of PMRA.
- C. The President shall ensure that the engagement of contractors is within the approved budget set by the Board of Directors.
- D. The President is responsible for overseeing the performance of contractors and ensuring that their work meets the standards and requirements set by PMRA.
- E. Any significant contracts or expenditures related to contractor engagement shall be communicated to the Board in a timely manner.

Article VI: Committees

6.1 Standing Committees

- A. Standing Committees are established to assist the Board of Directors in fulfilling its duties and responsibilities and to provide specialized expertise and focus in key areas relevant to the PMRA's mission and activities.
- B. The composition, responsibilities, and procedures for each Standing Committee shall be as follows:
 - 1. Publications Committee
 - a. Purpose: The Publications Committee oversees the strategic and business matters for the official scholarly journals of the Association.
 - b. Composition: The committee shall consist of at least 3 members. There shall be a Chair or Co-Chairs appointed by the President.
 - c. Responsibilities: The committee is responsible for managing logistics of publications, editorial matters, and assisting in the selection of editorial leadership for the journals.
 - 2. Membership Committee
 - a. Purpose: The Membership Committee manages matters related to association membership.
 - b. Composition: The committee shall consist of at least 3 members. There shall be a Chair or Co-Chairs appointed by the President.
 - c. Responsibilities: The committee develops strategies to increase and retain members, and reviews and suggests changes to membership dues.
 - 3. Conference Committee
 - a. Purpose: The Conference Committee works in collaboration with the President to select the university and site to host each Public Management Research Conference (PMRC). The committee continues to work with the selected hosts through completion of the conference.

- b. Composition: The committee shall consist of at least 3 members. There shall be a Chair or Co-Chairs appointed by the President.
- c. Responsibilities: The committee runs a process and provides a recommendation to the Board regarding a future conference site. Following selection by the Board, the committee coordinates with and advises the Conference Hosts as necessary.

4. Awards Committee

- a. Purpose: The Awards Committee oversees awards including, but not limited to the H. George Frederickson Award, Beryl Radin Award, Camilla Stivers Award, Meier Travel Inclusion Awards, Riccucci-O'Leary Award, and Best Dissertation Award.
- b. Composition: The committee shall consist of at least 3 members. There shall be a Chair or Co-Chairs appointed by the President.
- c. Responsibilities: The committee appoints subcommittees for each award category as needed and ensures fair and transparent award selection processes. Additionally, they may be asked to evaluate requests for the establishment of new awards or the revision of current awards.

5. Finance Committee:

- a. Purpose: The Finance Committee assists the PMRA Board with financial oversight and planning. This includes reviewing financial statements, budgets, and tax forms like the IRS Form 990. The Committee also helps the board by providing recommendations to manage investments and risk, oversee audits, and ensure compliance with financial regulations.
- b. Composition and Terms: The PMRA President appoints at least three PMRA members to the Committee, preferably staggered, for a two-year term that can be renewed once. Appointments are made upon the Treasurer's recommendation, with preference given to those with public finance expertise. The PMRA Board will be notified of all appointments. The Treasurer chairs the Committee. The President and Association Manager serve as ex-officio, non-voting members.
- c. Meetings: The Committee is required to meet at least twice each year. At a minimum, Finance Committee meetings should take place in advance of and in preparation for the Board meeting held during the PMRA Conference and the Board meeting during which the annual budget is discussed and approved. The Committee Chair has the authority to call additional meetings as necessary.

6.2 Ad Hoc Committees

- A. The President may establish ad hoc committees as needed to address specific issues, tasks, or projects that arise during the course of the Association's activities.
- B. Ad hoc committees shall serve for a designated period and be dissolved upon completion of their assigned tasks or projects.
- C. The composition, responsibilities, and procedures for each ad hoc committee shall be determined by the President at the time of establishment, with consideration given to the expertise and availability of potential members.

Article VII: Conferences

7.1 Conference Organization

- A. A Conference Committee is appointed to complete a competitive process and then recommend future conference sites.
- B. A Memorandum of Agreement is signed between the host university and PMRA outlining conference terms.
- C. A Conference Committee, appointed by the President, coordinates with and advises the Conference Hosts.

Article VIII: Publications

8.1 Journals

- A. The Journal of Public Administration Research and Theory (JPART) and Perspectives on Public Management and Governance (PPMG) are official scholarly journals owned by PMRA.
- B. Membership includes a subscription to JPART and PPMG at a favorable rate.
- C. Editors of JPART and PPMG, and the Journals Director, report to the PMRA Board.
- D. The PMRA Journals Director, if one is appointed, oversees strategic and business matters for the journals.
- E. The PMRA may support or sponsor other electronic and print publications.

Article IX: Amendments

9.1 Process

- A. Amendments to these bylaws are proposed and changed by a 3/4 vote of the Board of Directors.
- B. Any approved changes to these bylaws shall be shared via email with current members and within 30 days of approval by the Board.

Article X: Dissolution

- 10.1 Dissolution: In the event of dissolution, PMRA's assets shall be distributed for charitable or educational purposes.



BOARD-APPROVED POLICIES

PMRA Elections Policy

Approved on: December 16, 2024

Amended on: n/a

I) The Nominating Committee

- a. Per the by-laws (4.2C), the President shall propose a five-person Nominating Committee to the Board for approval by vote.
- b. At least 2 members of the Nominating Committee will be current PMRA Board Members.
- c. At least 1 member will be selected from the membership at large, e.g. not a PMRA Board Member.
- d. As a matter practice, the Vice-President/President Elect shall serve as the chair of the Nominating Committee.
- e. The Nominating Committee is charged with creating a recommended slate of candidates for open PMRA Board seats (By-laws section 4.2C).

II) The Slate for the PMRA Board

- a. The Nominating Committee will solicit applications electronically from all PMRA members to create the slate of candidates for open PMRA Board seats.
- b. The Nominating Committee may reach out to the membership to solicit applications to increase the number of nominees and increase the representativeness of the Board in terms of geographical location, gender, race/ethnicity, and age of members.
- c. Only one individual per academic institution should be included on the slate of candidates.
- d. All candidates for open PMRA Board seats need to be current members of PMRA.
- e. Preference exists for faculty with an established research record and active involvement in PMRA.
- f. The slate of candidates for the PMRA Board should be between 1.5 to twice the available number of seats. For example, with four open seats, the nominating committee could offer between six to eight candidates.
- g. The slate of candidates for open PMRA Board seats will be approved by the current PMRA Board through a vote.
- h. Once approved, the slate of candidates shall be presented to the membership via an electronic survey of the members, which shall include biographical statements of the candidates. Members may select a number of candidates equivalent to the available number of seats (for example, if there are four available seats, members have four votes).
- i. Those who receive the most votes will be elected. In the event of a tie, the winner will be determined by a coin flip.

III) The Slate for Vice-President/President Elect

(see By-laws, Section 4.3 D.2)

- a. The President of PMRA identifies and nominates candidates for Vice-President to create the slate of candidates of 1-2 candidates for a vote of the Board.
- b. The PMRA Board will vote on the Slate for officer(s). The candidate who receives the most votes will be elected. In the event of a tie, the winner will be determined by a coin flip.

IV) Selection of Treasurer

(see By-laws, Section 4.3 C and D2)

- a. The President of PMRA identifies and nominates candidates for Treasurer to create the slate of candidates of 1-2 candidates for a vote of the Board.
- b. The PMRA Board will vote on the Slate for officer(s). The candidate who receives the most votes will be elected. In the event of a tie, the winner will be determined by a coin flip.
- c. At the discretion of the President, and in lieu of an election, the President may appoint a member of the Secretariat to serve as Treasurer.

V) Suggested Timeline

- a. PMRA should follow this timeline.

Suggested Timeline	
Dates	Actions
September - November	President appoints a five-person Nominating Committee
January 1 - January 15	Solicit applications from the general membership
January 15 - January 31	Nominating Committee considers applications and creates slate of potential Board Members President creates slate for Vice-President (and Treasurer if needed)
Mid-February - March 1	PMRA Board votes on slate of candidates for VP/President Elect (and Treasurer if needed)
Early March	PMRA Membership votes on slate for PMRA Board
Mid-March	Elections Finalized

PMRA Endowment Spending Policy

Approved on December 16, 2024

Amended on

I. Purpose

The purpose of this policy is to establish the rate and conditions under which funds from the Public Management Research Association (PMRA) endowment may be prudently withdrawn in accordance with the Uniform Prudent Management of Institutional Funds Act (UPMIFA). This policy is designed to ensure the long-term sustainability of the endowment while providing a stable and predictable source of support for PMRA's mission-driven activities.

Under UPMIFA, nonappropriated investment earnings on endowments may never be spent. Accordingly, this policy provides guidance for the PMRA Board of Directors in establishing budget appropriations from the endowment that preserve its corpus and ensure the continued growth of the fund.

II. Policy Statement

1. Spending Rate.

The Board authorizes withdrawals of up to:

- **2.5%** annually from the **main endowment**, and
- **4.5%** annually from **other endowed funds**, currently including the *Riccucci-O'Leary Fund* and the *Meier Student Travel Fund*.

2. Financial Assumptions.

This policy is based on commonly accepted financial principles, including an expected long-term **inflation rate of 3%** and **projected investment returns of approximately 8%**. To preserve the corpus of the endowment and allow for modest growth, total annual spending from any endowment fund shall remain **below 5%** of the fund's average market value, consistent with best practices among nonprofit organizations.

3. Main Endowment Use.

The main endowment is primarily designated for strategic organizational priorities of PMRA. To ensure its prudent use, the maximum withdrawal rate for the main endowment is limited to **2.5%**, reflecting a more conservative approach to long-term sustainability.

4. Other Endowed Funds.

Withdrawals from other endowed funds, including the Riccucci-O'Leary Fund and the Meier Student Travel Fund, may not exceed **4.5%** annually. These funds may be used to support the specific purposes for which each endowment was established, as determined by donor intent and Board-approved designations.

III. Administration and Oversight

1. The **Financial Committee**, in consultation with the Treasurer and the PMRA Secretariat, shall monitor compliance with this policy and report annually to the Board of Directors on endowment performance, spending levels, and recommendations for adjustments as appropriate.
2. The **PMRA Treasurer** shall ensure that all appropriations from the endowment are consistent with the approved budget and this spending policy.
3. The **Board of Directors** retains final authority for approving endowment spending in conjunction with the annual budget process.

IV. Implementation and Review

1. For fiscal year **2025**, based on a current main endowment value of **\$1,352,021**, the maximum allowable withdrawal shall be **\$27,040**. This amount represents the *upper limit* of withdrawals; the Board is not obligated to appropriate or expend the full amount.
2. This policy provides flexibility to support annual planning while maintaining a strong commitment to preserving the long-term value of PMRA's endowment funds.
3. The **Financial Committee** shall review this policy at least every **three years** or more frequently if significant changes in market conditions or organizational needs warrant reconsideration.

PMRA Membership Policy

Approved on: October 7, 2024

Amended on: n/a

The Public Management Research Association (PMRA) is a nonprofit academic membership association that improves public governance by advancing research on public organizations, strengthening links among interdisciplinary scholars, and furthering professional and academic opportunities in public management. The following policy governs PMRA membership.

I. Membership Requirements.

- A. Interested parties who want to join PMRA must support the mission of the Association, complete an application, and pay applicable membership fees.
- B. To retain membership, members must (a) remain in good standing with regard to membership fees, and (b) adhere to PMRA community standards. Members who violate this policy may be subject to membership suspension or termination by the Board of Directors.
- C. The Board of Directors may set and change the membership requirements as deemed necessary, except for members' right to vote in the election of Board members (and/or other matters determined by the Board).

II. Types of Members.

- A. The Board of Directors determines the types of members admitted to PMRA. Depending on administrative capacity, these may include but are not limited to distinguishing between student and non-student members, working or retired members, and/or individual and institutional members.
- B. Individual Members. An individual member is entitled to vote for the Board of Directors, stand for election to the Board of Directors, and otherwise benefit from the services provided by PMRA.

III. Membership Fees.

- A. The Board of Directors regularly reviews and sets membership fees and may change the rates and duration as deemed necessary.
- B. Memberships run from January to December, with fees paid annually.

IV. Benefits of Membership.

- A. Voting Rights. Individual members are entitled to vote in elections for the Board of Directors and on other issues as deemed necessary by the Board.
- B. Governance. Individual members may stand for election to the Board of Directors.

- C. Conference Registration Discounts. Individual members are entitled to discounted registration at the annual PMRA conference.
- D. Directory. Individual members are entitled to be listed in and have access to PMRA's online directory.
- E. Activities and Events. Individual members are entitled to participate in PMRA's activities and events.
- F. PMRA Awards. Only individual members in good standing are eligible for PMRA's awards (at the time of receipt), with the exception of Journal-related awards which are given to contributors to PMRA academic journals.

V. Membership Meetings.

- A. A membership business meeting shall be held in conjunction with the PMRA conference and is open to all members.

VI. Affinity Groups.

PMRA members who share a common interest or purpose can form an affinity group.

- A. To form an affinity group, at least five individual members in good standing must send a brief memo to PMRA's Membership Committee chair(s), stating the name and purpose of the group, explaining how the group advances PMRA's mission, and identifying group leadership and points of contact. The chair(s) will acknowledge the formation of the affinity group, inform the PMRA President and Executive Committee, and ensure that the group is listed on the website.
- B. To dissolve an affinity group, the founder(s) need to inform PMRA's Membership Committee chair(s). The chair(s) will acknowledge the dissolution of the affinity group, inform the PMRA President and Executive Committee, and remove the group from the website.
- C. An affinity group may be informally structured and governed, hold meetings during or outside PMRA's conferences, propose conference panels, and be listed in conference programs.
- D. Affinity groups do not formally represent PMRA.
- E. Affinity groups cannot organize their own conference separate from PMRA's annual conference. However, affinity groups may affiliate with other associations and may organize panels and activities at other conferences under the name of "PMRA's Affinity Group on [the name of the group]." Affinity groups should notify the PMRA Manager when such outside panels and activities occur.
- F. An affinity group cannot transfer any incurred costs to PMRA.
- G. An affinity group can raise funds to cover its expenses or support its members. Affinity groups must get prior approval from the PMRA Manager for all fundraising efforts and any funds raised in the name of or to support PMRA should be transferred to PMRA's accounts.
- H. Any exception to these conditions requires prior approval by the PMRA Board of Directors.

PMRA Procurement Policy

Approved on September 15, 2025

Amended on

A. Purpose

This policy outlines the standards and procedures for procuring goods and services, ensuring PMRA operates with fiscal responsibility and accountability. It guarantees all purchases directly serve the PMRA's mission and interests while maintaining transparency, accountability, and fairness. Furthermore, this policy ensures compliance with IRS regulations and ethical standards for nonprofit associations.

The policy applies to: (1) all purchases made with or on behalf of PMRA funds, and (2) all individuals authorized to expend PMRA funds, including officers and Board members (especially the Treasurer), any staff or committee chairs with budgetary authority, and vendors, consultants, or contractors engaged by PMRA.

B. Roles and Responsibilities

Board of Directors:

- Approves the annual budget and contracts as per the thresholds in Section C; approves and accepts financial reports and decisions; enacts financial policies; provides oversight.

Executive Committee:

- Reviews the annual budget and major contracts and makes recommendations to the full Board for approval.
- Assesses and ensures accuracy of financial reports and prepares them for Board acceptance.
- Develops and oversees the implementation of financial policies for Board enactment.
- Monitors the implementation of the budget and compliance with procurement policies.
- Approves expenditures against thresholds in Section C.
- Provides input on strategic financial planning to support PMRA's long-term health.

Treasurer:

- Oversees financial management (including the implementation of the approved budget) and ensures procurement compliance.
- Authorizes expenditures against thresholds in Section C.
- Presents all financial reports (including the annual budgets) at the Board meetings.
- Recruits Finance Committee members to be appointed by the President.
- Chairs Finance Committee meetings.
- Handles relations with the accounting and investment firms.
- Records decisions and forwards them to the Executive Committee.
- Handles federal and state filings (such as Beneficial Ownership Information Report) that are not filed by the Accounting firm.

In collaboration with the Finance Committee, the Treasurer:

- Reviews quarterly/annual financial reports, budgets, and Form 990 drafts.

- Recommends investment policies and monitors performance annually.
- Recommends audit/accounting/investment firms to the Board for approval.
- Oversees and comments on audits and reports.
- Monitors compliance and risk management.
- Oversees financial complaints if needed.
- Reviews and comments on budget vs. actual performance.
- Advises on financial policies.

Association Manager:

- Assists the Treasurer and the Executive Committee in their duties, upon request.
- Helps the Board with its oversight responsibilities.

Accounting (and/or Audit) Firms:

- Engages directly with the Treasurer, Executive Committee, and/or Finance Committee regarding scope, independence, and audit findings (if any).
- Submits internal control letters and management recommendation responses.
- Prepares Form 990 (and other relevant forms as necessary) for review and approval.
- Files forms in a timely manner, and ensures filings are publicly posted, if needed.

C. Thresholds and Procedures

All expenditures must be accounted for within the approved budget. The authority to approve spending is based strictly on predefined financial thresholds and should be applied to the entire scope of a service, not to its individual, fragmented components, purchases, contracts, or different parties.

Amount	Approval Authority	Procurement Procedure*
Under \$1,000	Treasurer may approve expenditure, in consultation with the President.	Competitive bidding is not required. Treasurer must document the rationale for the expenditure and retain receipt/invoice for files.
\$1,000 to \$4,999	President may approve expenditure, in consultation with the Treasurer	Competitive bidding is not required, but two written quotes might be sought depending on the nature of the service, the costs, and other factors. Treasurer must document the rationale for the expenditure and retain receipt/invoice for files.
\$5,000 to \$14,999	Executive Committee must approve expenditure.	At least two written quotes are required for the expenditure. Treasurer must document the selection rationale and retain receipt/invoice for files.
\$15,000 or more	Executive Committee must review expenditure. Full Board approval is needed for expenditure.	Formal solicitation (e.g., RFP) is required. Treasurer makes a recommendation to Executive Committee on bid selection. Board vote is required (electronic voting is accepted). Treasurer must document the selection rationale and retain receipt/invoice for files.

* Any exceptions to these procurement procedures must be pre-approved by the next level of authority (e.g., Treasurer - Exec Comm - President - Board....). Services such as editorial support or travel do not have to follow these procurement procedures. The Treasurer, in consultation with the Executive Committee, will advise on that.

D. Contracts and Agreements

All contracts must include:

- Detailed scope of services or deliverables
- Cost and payment terms
- Timelines and performance expectations
- Termination clause
- Renewal clause (if applicable)

PMRA will not sign open-ended, auto-renewing contracts without a review. Once a contract is reviewed, it is exempt from the procedures in Section C.

E. Emergency Purchases

In urgent cases (e.g., technology failure, conference disruption), the President may bypass competitive requirements with the approval of the Executive Committee. A memo explaining the situation and justification must be documented and retained on file.

F. Conflict of Interest

PMRA prohibits awarding contracts to Board members, officers, or related parties unless: (1) there is full disclosure to the Board, (2) a competitive process is conducted, (3) the interested party(ies) abstain from the vote, and (4) the transaction itself is fair and reasonable to PMRA. Any potential conflict of interest arising from such a situation must be disclosed in advance and documented.

G. Ethics and Legal Compliance

- All procurement activity must adhere to the values of transparency and accountability, ensuring no favoritism or conflict of interest occurs.
- PMRA has a strong preference for vendors and contractors whose work aligns with PMRA's mission and ethos and who meets all applicable tax, insurance, and employment laws.
- PMRA's funds may not be used for personal or political purposes.

H. Documentation and Record Retention.

All procurement-related records, including quotes, contracts, approvals, and correspondence, must be retained for the period required by applicable federal and state regulations, but not for less than 3 years.

PMRA Public Statement Policy

Approved on June 25, 2025

To clearly articulate its position on critical issues that directly impact PMRA's mission and values, and in response to relevant global and local events, PMRA strategically issues public statements. PMRA does not aim to respond to every issue, but rather those that clearly intersect with the association's mission. This policy document clarifies when PMRA should consider issuing a public statement and outlines a step-by-step process to ensure the resulting statement accurately represents the interests and values of the Association. A "statement" is defined as a formal, written public position that is approved by the board of PMRA.

When should PMRA consider issuing a public statement?

- PMRA may issue a public statement in response to significant events that impact its mission, values, or areas of concern, expressing solidarity, concern, or a call to action.
- When developments arise that affect public management research, PMRA may speak out to advocate for the interests of its members.
- If there is confusion or controversy surrounding PMRA's position on a key issue that is relevant to its mission, the association may release a statement to clarify its stance and reaffirm its values.
- In times of crisis or emergency that affect PMRA's ability to fulfill its mission, the Association may issue guidance or communicate messages of reassurance and leadership to its members.
- When public discourse, policy decisions, or governance practices challenge or misrepresent established professional standards, ethics, or evidence-based knowledge, PMRA may respond to uphold and defend the integrity of the field.

Overall, issues that are fundamentally aligned with PMRA's mission and values, or that have a significant impact on the public management research community, should receive careful and thoughtful consideration by the Board.

Procedure for Reviewing Requests and Issuing Public Statements

The following section outlines the proposed procedure for initiating, reviewing, and issuing public statements on behalf of PMRA. It aims to provide a clear, step-by-step process to ensure

that all requests are handled thoughtfully, transparently, and in alignment with the Association's mission, values, and governance practices.

- **Initiating a request:** To issue a statement, the Board will carefully and thoughtfully consider issues that are fundamentally aligned with PMRA's mission and values, or those with a significant impact on the public management research community. A request for issuance of a public statement should be submitted in writing to the Board or to the Association Manager. The submission must include:
 - A clear description of the issue or event
 - An explanation of how the issue relates to PMRA's mission and values
 - A rationale for why a public statement is needed

Initial Review: The Executive Committee will conduct a preliminary review of the request to determine whether it merits consideration by the full Board. The PMRA president may ask the requester for a working draft statement laying out the key points and issues.

- As part of this process, the Association Manager will investigate whether the Board has issued any prior statements or taken actions related to the issue. If relevant precedents are found, those materials will be included to support informed deliberation.

During the initial review, any Board member with relevant expertise may be invited to contribute to the process, offering additional insight and context.

Following the recommendation from the initial review, the President of the Board, in consultation with the Executive Committee, will determine the most appropriate course of action. Possible next steps may include:

- Adding the issue to the agenda for the next regularly scheduled Board meeting
 - Convening a special or urgent Board meeting to address the matter in a timely manner
 - Preparing a draft letter or statement to be circulated for a vote by the full Board outside of a meeting (unanimous approval required)
 - Declining to pursue further Board action on the request
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- **Board Deliberation:** If the Association Manager or the President of the Board determines that a request is appropriate for PMRA to consider issuing a public statement, the President of the Board or the Association Manager will present the request to the full Board for review and deliberation. The Association Manager, President of the Board, or an appointed ad hoc committee of board members will be assigned to draft an initial version of the statement for consideration.
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- **Approval of Draft Statement:** The draft statement will be presented to the Board for discussion either during a convened meeting or through an online platform, followed by a vote. Voting may occur electronically once all board members have had the chance to review the draft statement. Final approval as an official PMRA position requires a two-thirds majority vote of the Board.
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- **Notification:** Once the draft statement has been approved or the Board has determined that the request for a public statement will not be pursued, the Association Manager will notify

the individual or group that submitted the request of the Board's final decision. The Board's decision is final and not subject to appeal or reconsideration.

- **Public Statement Communication:** Once the draft statement is approved, it will be communicated directly to PMRA members and published on the PMRA website.



APPENDICES