

WACUBO



The **Western Association of College and University Business Officers**

WACUBO Leadership Manual

WACUBO Board, Individual and Committee Job Descriptions

Jeffry W. Raynes, FASAE, CAE

Jeffry W. Raynes, LLC

Designing Sustainable Models for Strategic Choices

February 2016

COPYRIGHT NOTICE

**© 2013 Jeffry W. Raynes, LLC
All Rights reserved.**

This work is the intellectual property of the author. Permission is granted for the exclusive use only of the client [WACUBO]. Permission is further granted for this material to be shared for non-commercial, educational purposes, provided that this copyright statement appears on the reproduced materials and notice is given that the copying is by permission of the author. To disseminate otherwise or to republish requires written permission from the author.

LEGAL DISCLAIMER

JEFFRY W. RAYNES, LLC DOES NOT PROVIDE LEGAL ADVICE OR OPINIONS.

Law varies from place to place and it evolves over time—sometimes quite quickly. Even if a statement made about the law is accurate, it may only be accurate in one jurisdiction and not another; as well, the law may have changed, been modified or overturned by subsequent development since the information was provided.

Any legal information provided by Jeffrey W. Raynes, LLC is, at best, of a general nature and cannot substitute for the advice of a licensed professional, i.e., by a competent authority with specialized knowledge who can apply it to the particular circumstances of your situation.

The information available in this document is for informational and educational purposes only and not for the purpose of providing legal advice. You should contact your attorney to obtain advice with respect to any formal organizational document(s), particular issue(s) and/or problem(s). The opinions expressed in this document are the opinions of the individual author and do not reflect the opinions of any legal services provider or any individual attorney.

No advice

This document contains general information about legal matters. The information is not advice, and should not be treated as such.

Limitation of warranties

The legal information in this document is provided “as is” without any representations or warranties, express or implied. Jeffrey W. Raynes, LLC makes no representations or warranties in relation to the legal information in this document. Without prejudice to the generality of the foregoing statement, Jeffrey W. Raynes, LLC does not warrant that the legal information in this document is complete, true, accurate, up-to-date, or non-misleading.

Professional assistance

You must not rely on the information in this document as an alternative to legal advice from your attorney or other professional legal services provider. If you have any specific questions about any legal matter you should consult your attorney or other professional legal services provider. You should never delay seeking legal advice, disregard legal advice, or commence or discontinue any legal action because of information in this document.

Be sure to engage professional legal, accounting and insurance counsel prior to implementation.

Table of Contents

Board of Directors.....	5
Audit Committee.....	7
Executive Committee.....	8
Finance Committee.....	10
Nominations Committee.....	10
Site Selection Committee.....	11
Community College Committee.....	12
Comprehensive/Doctoral Institutions and Research Institutions Committee (CDRIC)....	13
Small Institutions Committee.....	13
Industry Alliance Council.....	14
Information Exchange Committee.....	15
Marketing and Communications Committee.....	16
Professional Development Steering Committee.....	17
Annual Conference Program Committee.....	20
Annual Conference Host Committee.....	20
Professional Development Workshops Committee.....	21
Research Committee.....	22
Volunteer Engagement Committee.....	23
Leadership Council Advisory Committee.....	24
WACUBO Individual Directors.....	25
Committee Chairpersons and Members.....	32

Board of Directors

Last Reviewed February 2, 2016

WACUBO's bylaws clearly state "The WACUBO Board of Directors is vested with the direction and management of the affairs, funds, and property of this Association". Simply put, the WACUBO Board of Directors is the ultimate governing body of the association.

Operational Philosophy

The board of directors will be a deliberative body that commits to:

- a process of planning and thinking strategically,
- identification, prioritization and monitoring of strategic issues based on environmental scan and trend analysis,
- identifying, capturing, organizing, interpreting and transferring knowledge openly,
- use of dialogue before deliberating a decision,
- identifying the desired outcomes from an issue and determining who will lead the effort, who will do the work, and what strategies will be pursued,
- delegation of certain responsibilities to other committees *[when applicable]*.

Roles and Responsibilities

- **Determine desired outcomes for organizational success**

This includes programs and services; fiscal good health; promoting the association and its stakeholders; sound governance and leadership structure; strategy planning and thinking.

- Adopt a vision and review periodically.
 - Define the envisioned future and core purpose and review on a regular basis.
 - Engage in a strategic thinking process and monitor the strategy plan annually.
 - Maintain sound fiscal policy, practices and controls.
 - Establish financial goals.
 - Determine the spectrum of programs and services for members.
 - Build and nurture effective working partnerships with the staff *[when applicable]*.
- **Make/approve policy**
Adopting positions on critical issues
 - Adopt positions on critical issues affecting the organization and its stakeholders.
 - Assess strategic implications of critical issues.
 - Approve Board of Directors' operating policies and procedures.
 - Approve changes to the roles of the board of directors and committees.
 - Delegate responsibility for policy implementation.
 - Approve legal counsel as required.
 - Approve outside auditors recommended by the Audit Committee.
 - **Assure appropriate resources to support the strategic plan**
Determine the necessary financial, human and other resources necessary to implement the two sections above.
 - Approve and monitor annual operating budget and annual audit.
 - Receive and review information on finances.
 - **Determine and support the role of the Chief Staff Executive [when applicable]**

This includes building a good working relationship between the board of directors and the chief staff executive and enhancing communication.

- Define the board of directors' relationship with the chief staff executive.
- Foster relationships between the board of directors and the chief staff executive.
- Approve a position description for the chief staff executive.
- Directly responsible for the engagement and termination of the chief staff executive.
- **Adopt an appropriate governance system and leadership structure**
 - The board of directors must decide how and when it will govern and the processes it will use.
 - Define roles, responsibilities and structure for the board of directors, its individual directors, the executive committee, other committees, task forces, work groups and professional staff *[when applicable]*.
- **Evaluate its own performance through review and evaluation**
 - Measure its ability to function (govern) effectively through the use of board of directors' appraisal and individual director self-evaluation.
 - Make a commitment to continuous improvement.
 - Review governance system and leadership structure for efficiency and improvement.
- Establish and guide the organizational mission and think strategically about how to fulfill the mission
- Identify, review, and prioritize current and anticipated internal and external strategic issues; provide direction to other WACUBO volunteer leadership groups that are assigned to work on such issues; and hold such groups accountable for their work
- Oversee and evaluate the organization's progress in meeting strategic goals and operational objectives
- Ensure the continuity of the organization through development and recruitment of volunteer leaders and members and conducting the affairs of the board including board development, transition, and evaluation
- Review and approve the annual budget; evaluate progress toward financial goals; approve the annual audit; and ensure proper management of WACUBO assets and resources
- Approve position statements on external issues of interest to the membership
- Provide active support to WACUBO's business development initiatives including membership recruitment and retention and other revenue generating activities
- Hire, supervise and review the chief staff executive *[when applicable]*
- Evaluate performance of the board annually
- Takes final action on matters referred by the Association.
- Take any emergency action required as determined by the WACUBO President and reports such action to the members of the Association no later than its first subsequent meeting
- Acts on vacancies to be filled for the unexpired term of any officer
- Reviews and approves the program theme, fees and budget for the Annual Meeting
- Discharges all duties assigned to the Board of Directors in the bylaws

Members

- President – Chair
- 1st Vice President
- 2nd Vice President
- Secretary

- Treasurer
- Immediate Past President
- Past President
- At-Large Comprehensive, Doctoral/Research Institution Representative
- At-Large Small Institution Representative
- At-Large Community College Representative
- Chair of the Finance Committee
- Chair of the Professional Development Steering Committee
- Appointed At-Large Representative
- Appointed At-Large Representative
- Chair of Audit Committee
- Chair of Business Partner Steering Committee
- Host Committee Chair (non-voting)

Committees of the Board

Audit Committee

Last Reviewed February 2, 2016

Committee Objective: Assist the Board in fulfilling its fiduciary responsibilities by reviewing the systems of internal controls the Board of Directors have established and the audit process. Audit the accounting records of WACUBO annually and report its findings and recommendations to the Board of Directors.

Roles and Responsibilities:

- Ensure that the Audit Committee has the requisite skills and experience to carry out the auditing function for the association
- Exercise oversight, as appropriate, in any matters relating to the audit
- Reviewing the annual audit
- Recommend the annual audit to the Board for discussion and acceptance
- Ensure compliance with federal, state, and other requirements related to the organization's finances; review WACUBO's annual tax return(s)
- Coordinate with President to identify possible risk areas of concern and conduct an annual risk portfolio assessment of the organization
- Assist the board in fulfilling its oversight responsibilities with respect to:
 - the audit of the organization's books and records
 - the system of internal controls
- Coordinate the audit schedule with the Treasurer and committee members
- Determine the scope and extent of the annual audit
- Coordinate the selection, and review qualifications of outside auditor (if audit is completed by an external audit firm)
- Select an audit team to conduct the annual audit or other audits as necessary (if audit is internal). No board members can be a member of the audit team
- Review with the auditor the organization's accounting and financial reporting controls and receive the auditor's opinion regarding the adequacy of such controls

- Review with the outside auditor significant accounting and reporting principles, practices and procedures used by the organization
- Discuss with auditor their judgment about the quality and acceptability of the organization's accounting principles
- Forward the audited financial statements and audit report to the President and the Chair of the Finance Committee by established dates
- Forward the audited financial statements and audit report to the Board of Directors for review at the first meeting following the distribution of the report
- The Audit Chair, in conjunction with the Vice Chair (for continuity reasons) and President, ensures that all audit findings and recommendations are implemented and/or resolved in a timely manner.
- Direct the audit report and financial statements to be posted to the website for access by the membership
- Ensure that all audit findings and recommendations are implemented and/or resolved in a timely manner
- Meet with the auditor and treasurer and/or finance committee to discuss any material recommendations that the auditor may have discovered

Members:

- One of the At Large Representative (Chair)
- Two additional members of the board with deep understanding of accounting rules and standards
- Non-voting members as appropriate

Executive Committee

Last Reviewed February 2, 2016

Committee Objective: Provide guidance and leadership to the ongoing work of the association and enhance board of director effectiveness by ensuring that they are focused primarily on the internal and external strategic issues of most importance to the association.

NOTE: *In a "strategic" governance model, the executive committee assumes more responsibility for decision-making and operational oversight on behalf of the board of directors. This expanded role for the executive committee provides opportunity for streamlining the board of directors' meeting agendas to focus on strategic thinking and policy development.*

The primary role of the executive committee, like any other committee whether it is a committee of the board or a committee of the association, is to help the board do its work better. It is not the role of the executive committee, or any other committee, to usurp the board's responsibilities. More than any other group, the executive committee sees the whole picture and can process issues in the proper context of coordination with other committees. This committee is central to the effective operation of the leadership structure (i.e. standing and ad-hoc committees; task forces etc.), the board, and the entire organization.

The executive committee may not:

- *Amend articles or bylaws.*

- *Elect or terminate officers or board members.*
- *Hire or fire the chief staff executive [when applicable].*
- *Buy, sell or lease property or approve major contracts, as defined by the Board.*
- *Change a board approved budget.*
- *Approve or terminate a major program, as defined by the Board.*
- *Initiate litigation.*
- *Execute mergers, acquisitions or partnerships*

Roles and Responsibilities:

- Monitor WACUBO operations
- Receive status reports from committees; resolve non-strategic issues raised by committees; ensure appropriate interface between committees and the board of directors.
- Direct WACUBO financial management
- Supervise financial planning and policies in conjunction with the Treasurer and the Finance Committee, direct the external audit through the Audit Committee and monitor financial performance.
 - Receive and review financial reports for budget performance from the Finance Committee. Advise the board of directors on related issues.
 - Review financial policies for appropriateness and organizational compliance. Advise the board of directors on related issues. Make appropriate recommendations to the board of directors.
 - Direct the external audit through the Audit Committee. Review and advise the board of directors on outcomes. Make appropriate recommendations to the board of directors.
- Coordinate the work of the board and the committees
- Ensure that committee charges are fulfilled, monitor interface between committees and the board of directors.
 - Ensure committees are appropriately assigned and charged.
 - Monitor committees to determine that charges are fulfilled.
 - Coordinate with the board of directors.
- Communicate with the board of directors
- Develop and maintain appropriate and meaningful communication with the board of directors in all of these areas.
 - Provide thorough status reports of executive committee actions.
 - Identify critical issues and propose processes for, or actual resolutions for board of directors' consideration.
- Direct policy implementation matters delegated by the board of directors
- Act on behalf of the entire Board of Directors whenever a meeting of the full board is not possible or when directed by the board to act on its behalf
- Work with the President to streamline the Board of Directors' meeting agenda so that it focuses on strategic thinking and policy development
- Ensure that strategic issues identified for board discussion are thoroughly researched and that appropriate questions are identified to enhance board dialogue
- Monitor and comment as necessary on the ongoing work of the association during meetings of the Board of Directors

Members:

- President - Chair
- First Vice President

- Second Vice President
- Secretary
- Treasurer

Finance Committee

Committee Objective: Review all matters dealing with the finances of WACUBO, including but not limited to, its annual Budget, its Reserve and Investment Policy, financial reports, risk management, and insurance.

Roles and Responsibilities:

- Responsible for the development and recommendation of the annual budget, as prepared in conjunction with the WACUBO Treasurer, to the Board of Directors for approval (at the May Board Meeting).
- Monitor budget to actual reports in order to keep the Board informed of budgetary issues for the organization and make recommendations as necessary.
- Receive input from the Board on current WACUBO priority strategies that need to be addressed via budget allocations
- Develop annual budget based on assumptions for a two-year cycle
- Develop and implement processes for committees to have input into the budget process

Members:

- Finance Committee Chair
- First Vice President
- Treasurer
- IEP Chair
- Others as appointed by the president

Nominations Committee

Committee Objective: Ensure that the most skilled, brightest, and dedicated individuals in the profession are identified and given meaningful opportunities to serve in association governance and leadership roles.

Roles and Responsibilities:

- Through a volunteer interest process, recruit, review, and nominate WACUBO officers, board members and committee chairs. *All WACUBO volunteers may participate in the application process through their own initiative or at the recommendation by a colleague.*
- Identify and determine skills, characteristics, expertise and requirements needed for each nominated position
- Recruit volunteer leaders as appropriate
- Prepare a slate of nominees
- Approve the volunteer application process developed by the Volunteer Engagement Committee

- Manage the application review process
- Determine nominees for officers (exclusive of president and first vice president), board members, and committee chairs from the applications received
- Contact nominees to determine their willingness to serve in the role designated by the committee
- Present slate of nominees to the board of directors for approval
- Distribute remaining volunteer applications to nominated committee chairs for selection of committee members, based on pre-determined experience and expertise needed on the committee
- Present slate of nominees to the membership for approval

Members:

- Immediate Past President - Chair
- President
- 1st Vice President
- 2nd Vice President

Site Selection Committee

Committee Objective: The Site Selection Committee identifies and proposes a site or sites for one or more Annual Conferences as directed by the Board of Directors.

General Roles and Responsibilities:

- Develop a meeting resume to be submitted to potential sites
- Consider cycle across WACUBO region and institutional resources in the site city
- Review and determine facility and other requirements for the Annual Conference
- Identify potential sites for the Annual Conference and initiate contact with those sites to determine interest for up to but not more than five years into the future
- Consider locations with local higher education institutions located in potential site cities/regions, to support the Annual Conference
- Recommend one or more appropriate sites to the board
- Negotiate contract for approval by the board of directors
- Recommend to the Board alternative methods for site selection
- Provide budget input to the Finance Committee

Members:

- Immediate Past President - Chair
- Past President
- IEP Chair

Committees of the Association

Constituent Groups

WACUBO recognizes four (4) Constituent Groups each of which is responsible for representing the interests of their colleges and universities within WACUBO through three individual committees. The chair(s) of each committee acts as a liaison between his/her constituency and the Board of Directors. The three WACUBO Constituent Group Committees are:

- Community College Committee
- Comprehensive Institutions Committee/Research Institutions Committee (CDRIC)
- Small Institutions Committee

Community College Committee

Last Reviewed February 2, 2016

Committee Objective: The WACUBO Community College Committee acts as a liaison between the representative constituency and the WACUBO Board of Directors. This is accomplished by identifying, defining, and communicating the needs of Community College Business Officers to WACUBO. This includes advisory functions to officers and committees of WACUBO in the planning and conducting of Association programs, and includes communication to the membership of opportunities for continued professional development. The chair of the WACUBO Community College Committee serves on the WACUBO Board of Directors.

Roles and Responsibilities:

- Interpret needs of constituents based on data from WACUBO conducted needs assessment and environmental scanning
- Provide input to the needs assessment and environmental scan process
- Participate in the Annual Conference and Institutes planning content and faculty
- Provide budget input to the Finance Committee
- Improve the effectiveness of the WACUBO Community College program at the Annual Meetings.
- Support and market WACUBO professional development activities as they pertain to Community Colleges and encourage community college participation.
- Promote participation of Community College Officers in WACUBO activities.
- Develop plan to improve the participation of Community College Business Officers at the WACUBO Annual Meeting.
- Identify and communicate with prospective WACUBO members.
- Periodically conduct a Topic of Interest survey to identify current and emerging community college issues.
- Strengthen the communication between the NACUBO/WACUBO Community College Committees.
- Increase exposure of WACUBO Community College Committee at other higher educational focused professional organizational meetings

Members:

- At Large Community College Representative (Chair)
- Not less than five (5) at-large members from institutions within the community college constituency area with an interest in engaging with WACUBO

Comprehensive/Doctoral Institutions and Research Institutions Committee (CDRIC)

Last Reviewed February 2, 2016

Committee Objective: The WACUBO CDRIC Committee acts as a liaison between their representative constituency and the WACUBO Board of Directors. This is accomplished by identifying, defining, and communicating the needs of Comprehensive Doctoral and Research Institutions' Business Officers to WACUBO. This includes advisory functions to officers and committees of WACUBO in the planning and conducting of Association programs, and includes communication to the membership of opportunities for continued professional development.

Roles and Responsibilities:

- Interpret needs of constituents based on data from WACUBO conducted needs assessment and environmental scanning
- Provide input to the needs assessment and environmental scan process
- Participate in the Annual Conference and Institutes planning content and faculty
- Provide budget input to the Finance Committee
- Promote the interests of their constituents to the Board and other committees
- Improve the effectiveness of Comprehensive, Doctoral, and Research Institutions related programs at the Annual Meetings by providing input to Program Development Committees on learning needs for the business officers of larger institutions
- Support WACUBO professional development activities as they pertain to Comprehensive, Doctoral, and Research institutions and encourage participation
- Increase membership and participation of Comprehensive, Doctoral, and Research institutions business officers in WACUBO, including academic and departmental business officers
- Identify and communicate with prospective WACUBO members
- Strengthen the participation of Comprehensive, Doctoral, and Research institutions business officers at the WACUBO Annual Meeting by facilitating CDRIC constituent lunch or other events designed around the needs of CDRIC institution business officers
- Strengthen the communication between the NACUBO/WACUBO Comprehensive, Doctoral, and Research Institutions Committees as well as with other regions
- Increase exposure of WACUBO Comprehensive, Doctoral, and Research Institutions
- Increase exposure of WACUBO CDRIC Committee at other higher educational focused professional organizational meetings
- Approve scholarships for attendance of Comprehensive, Doctoral, and Research institutions business officers at WACUBO events

Members:

- At Large Comprehensive or Research Representative (Co Chair)
- Not less than 4 (4) at-large members from institutions within the comprehensive and research constituency area with an interest in engaging with WACUBO

Small Institutions Committee

Committee Objective: The WACUBO Small Institutions Committee acts as a liaison between their representative constituency and the WACUBO Board of Directors. This is accomplished by identifying, defining, and communicating the needs of Small Institution Business Officers to WACUBO. This includes

advisory functions to officers and committees of WACUBO in the planning and conducting of Association programs, and includes communication to the membership of opportunities for continued professional development.

Roles and Responsibilities:

- Interpret needs of constituents based on data from WACUBO conducted needs assessment and environmental scanning
- Provide input to the needs assessment and environmental scan process
- Participate in the Annual Conference and Institutes planning content and faculty
- Provide budget input to the Finance Committee
- Improve the effectiveness of the WACUBO Small Institutions program at the Annual Meetings by providing opportunities for the business officers of small institutions to share ideas and common problems.
- Support WACUBO professional development activities as they pertain to small institutions and encourage participation.
- Increase membership and participation of small institutions business officers in WACUBO.
- Identify and communicate with prospective WACUBO members.
- Strengthen the participation of small institutions business officers at the WACUBO Annual Meeting by conducting various events designed around the needs of the small institution business officers.
- Periodically conduct a Topic of Interest Survey to identify current and emerging small institutions issues.
- Provide regular Small Institutions Committee articles/updates for publication in the WACUBO newsletter.
- Strengthen the communication between the NACUBO/WACUBO Small Institutions Committees as well as with other regions.
- Increase exposure of WACUBO Small Institutions Committee at other higher educational focused professional organizational meetings

Members:

- At Large Small Institution Representative (Chair)
- Not less than five(5) at-large members from institutions within the small institution constituency area with an interest in engaging with WACUBO

Industry Alliance Council

Committee Objective: Advise the Board of Directors on issues of importance to WACUBO’s sponsors regarding WACUBO programs and services in order to increase the value of being a WACUBO Business Partner and sustain WACUBO’s mission.

Roles and Responsibilities:

- Holds two to three in-person meetings per year, inviting a carefully selected group of Business Partners based upon their level of commitment to WACUBO and the length and consistency of their partnership with WACUBO. The Council will be composed primarily of Corporate (\$25,000 and above) and Platinum (\$15,000 and above) partners.

- Engages Business Partners in an open discussion of a wide variety of topics, seeking the Partners' input and advice on upcoming events and program topics.
- Explains to Business Partners WACUBO's strategic plans, mission, vision and values, corporate structure, leadership progression, and other key facts about WACUBO, to improve Business Partners' ability to work effectively with WACUBO.
- Communicates the results of these meetings to the Board of Directors and to the Committees of the Board and of the Association that have responsibilities to interact with Business Partners.
- Conducts an annual self-evaluation of the performance of the Council, its effectiveness and compliance with its stated Roles and Responsibilities.

Members:

- Appointed Chair (one-year term; renewable)
- Two to four additional WACUBO representatives
- Seven to fifteen Business Partners, with at least two-thirds representing current Corporate and Platinum-level sponsors

Information Exchange Committee

Committee Objective: The Information Exchange Committee coordinates vendor participation in support of the Annual Meeting and professional development programs. Contributions from participating firms enhance the overall quality of the WACUBO professional development programs and members are provided with valuable information regarding the latest products and services available to support higher education.

Roles and Responsibilities:

- The Chair(s) of the Information Exchange Committee establishes IEC sponsorship goals annually to support the Annual Meeting and other professional development programs as required.
- The Chair(s) of the Information Exchange Committee represents the WACUBO organization to the private sector corporate officials and sales/marketing representatives who may be willing to financially support WACUBO professional development programs.
- The Chair(s) of the Information Exchange Committee participates as a member of the Annual Meeting host committee.
- The Chair(s) of the Information Exchange Committee works closely with the program committee in support of sponsorships for the speakers for the Annual Meeting program.
- The Chair(s) of the Information Exchange Committee completes all the necessary tasks associated with fund raising for the WACUBO organization.
- The Chair(s) of the Information Exchange Committee provides appropriate recognition and appreciation to the representatives of the firms in attendance at the Annual Meeting through printed materials, signage, gifts, and public introductions at the various functions and the Members Appreciation Luncheon.
- The Chair(s) of the Information Exchange Committee advises the First Vice President of prospective Subscriber members.
- The Chair(s) of the Information Exchange Committee assists in establishing the goals and objectives, programs, financial and budget controls, and other means of carrying out the

purposes of the WACUBO Annual Meeting and monitors the progress made in achieving the established objectives.

- The Chair(s) of the Information Exchange Committee participates in Board of Directors' meetings and provides a status report of the IEC activities at each meeting.
- Because of continuing workload, the budget for the office will provide an appropriate stipend for the chair.

Members:

- IEP Chair
- IEP Co Chair

Marketing and Communications Committee

Last Reviewed February 2, 2016

Committee Objective: The Marketing and Communications Committee (MCC) develops and implements strategies for promoting WACUBO by continuously strengthening its brand and developing web, social media, and other communications materials. MCC's objective is to execute and advise on a comprehensive marketing and communications strategy which clearly presents WACUBO's missions, programs, and services.

Roles and Responsibilities:

- Develops WACUBO's marketing, branding and communications plan by working closely with the Board of Directors and its relevant committees.
- Supports and advises, in coordination with relevant committees, regarding implementation of the overall advertising and marketing plan, including publications, blast e-mails, press releases, announcements, members' profiles, white papers, and other communication and promotional materials in a variety of media outlets consistent with the strategic plan.
- Manages the website and, in collaboration with other committees, provides high quality, relevant, current content which is consistent in design, message, and branding.
- Coordinates with individual committees to ensure a consistent review and approval process for communication and marketing efforts.
- Coordinates with individual committees to ensure that the communication and marketing content is timely, relevant, and accurate.
- Consults with WACUBO committees and others on developing branding and messaging for new resources, programs and services offered by WACUBO
- Determines when use of social media might be beneficial and recommends an appropriate social media strategy for WACUBO
- Maintains liaison with the Board of Directors and other committees to ensure alignment of objectives.
- Ensures unified branding and messaging in all communications and materials across committees.
- Oversees website analytics to ensure continuous improvement.
- Works with outside vendors and service providers, as appropriate, to coordinate overall marketing and communication efforts.

- Conducts an annual self-evaluation of the performance of the committee, its effectiveness and compliance with its stated Roles and Responsibilities.

Membership:

The Marketing and Communications Committee shall consist of a minimum of seven to nine members recommended by the Volunteer Engagement Committee and approved for appointment by the President. The Chair of the Marketing and Communications Committee shall be appointed by the President. MCC membership shall include a representative from the Professional Development Workshop Committee and Research Committee. A member of MCC shall serve as a representative to the Host Committee of the Annual Conference. The committee membership should include individuals with a variety of skills and experience in the areas of marketing, public relations, graphic design, web management, and other related areas, as well as represent institutional diversity of the WACUBO region.

Professional Development Steering Committee

Last Reviewed April, 2016

Committee Objective: The Professional Development Steering Committee (PDSC) coordinates program offerings to best meet the professional development needs of WACUBO’s membership. The goal of the committee is to coordinate efforts of the various professional development related chairs to provide the best possible suite of program offerings.

The committee will identify opportunities, trends, issues and needs and consider whether programmatic changes are necessary. When significant changes are identified, the PDSC will bring these recommendations to the board.

Roles and Responsibilities:

- Provide a forum for program leads to discuss and work through opportunities, challenges and lessons learned
- Review all program offerings to:
 - Consider appropriateness and identification of gaps
 - Identify and recommend additional program offerings needed to strengthen the overall suite of WACUBO offerings for its membership
 - Consider target audience and appropriate modalities
 - Identify programs that may be need to be adjusted and what programs may be obsolete
- Determine what data is needed from the Research Committee to conduct program reviews and needs assessments
- Work with Marketing and Communications committee to communicate to appropriate target audience
- Review pricing across programs
- Encourage cultivation of members, this may include;
 - Career development, mentoring and/or career coaching programs
 - Outreach to certain members
- Coordinate and represent WACUBO in NACUBO programming efforts such as the bi-monthly call with NACUBO and the regional ACUBOs

- Administer and coordinate Continuing Professional Education (CPE) program and process as follows. Roles of PDSC chair, professional development (PD) chairs, CPE coordinator and NACUBO (CPE administrator) are detailed below:
 - PD Chairs and Committees:
 - Aware of guidelines of developing and promoting a WACUBO sponsored program which issues CPE units
 - Write content/descriptions and the learning objects of their programs, assign the appropriate field of study, calculate credits, and submit the information to the WACUBO CPE Coordinator for review. Chairs shall distribute this work to their committee as they and collect information from faculty as they see fit
 - WACUBO CPE Coordinator:
 - Ensures WACUBO PD offering information submitted by PD chairs meet the requirements for the CPE guidelines. [See Article III of enclosed document 'Statement on Standards for Continuing Professional Education (CPE) Programs']
 - Coordinates with point persons of each WACUBO PD committee in regards to CPE to:
 - Review schedule, units and course field of study assigned to each session
 - Provide guidance and direction on number of CPE credits, category classification and descriptions (does not write descriptions, assign field of study or calculate credits – this is the responsibility of the PD chairs)
 - Act as the liaison to NACUBO in regards to CPE accreditation
 - In charge of CPE booth at annual conference or other offerings
 - WACUBO Signatory (PDSC chair):
 - High level responsibility for overall CPE function
 - Contact on record with NASBA
 - Signatory on CPE certifications
 - NACUBO:
 - Reviews course descriptions, study areas and CPE credits for PD offerings
 - Collects attendance for WACUBO sponsored CPE programs (sign-in sheets/scanners)
 - Distributes CPE certifications
 - Prepares NASBA renewals

Guiding Principles:

- WACUBO wants to offer affordable and high-quality (high value) professional development opportunities that are accessible to members of our region.

- WACUBO needs to set registration fees for PD offerings at levels that, overall, will produce revenue to cover not only the expenses of our various PD offerings, but also a portion of the operational expenses of the organization.
- The PDSC recommends the following budgetary goals for our various PD offerings:
 - *Annual Conference Goal*: fee revenue plus business partner sponsorships cover the cost of the conference resulting in a positive net position.
 - *Business Management Institute Goal*: fee revenue plus business partner sponsorships minus administrative fees and institute expenses results in a positive net position.
 - *Future Leaders Forum Goal (if applicable)*: fee revenue plus business partner sponsorships cover the cost of the forum resulting in a positive net position.
 - *Workshops Goal*: fee revenue covers the cost of all workshops during the program year resulting in an aggregate break-even position for all workshops over the course of the program year. Workshops committee related costs (in person meetings, etc) are not included when calculating workshop costs; these costs are considered costs of the association.
- PD fees will be evaluated annually by each applicable committee to determine if program goals are being met. Individual committees will bring any recommended fee changes to the board. The board must approve fees for each of the various programs.
- When new programs are considered, it is understandable that they might not generate revenue right away. In general, we recommend piloting new programs for a determined period of time (such as three years) to enable us to evaluate success both in terms of participant feedback and meeting budgetary goals.

Members:

Membership is intended to include the chair of each professional development program plus others as indicated below. Terms reflect current appointments unless otherwise indicated:

- Chair (three year appointment)
- President (ex-officio)
- First Vice President
- Annual Conference Program Committee Chair
- Future Leaders Forum Chair
- Workshops Chair
- Mentoring Program Chair
- Institute Director
- Research Committee chair
- Marketing and Communications Committee chair
- WACUBO CPE Coordinator

- At large members (up to three at large members; one year appointments, renewable up to three years)

Annual Conference Program Committee

Last Reviewed February 2, 2016

Committee Objective: The Program Committee is responsible for the development, arrangement, and delivery of the following year's Annual Meeting program.

Roles and Responsibilities:

- The Committee recommends the theme of the Annual Meeting to the Board for approval.
- The Committee Chair, in consultation with the Chair of the Host Committee, develops a budget for approval by the Board and manages the program portion of the overall conference budget.
- The Committee identifies the speakers for the Annual Meeting and makes recommendations to the Host Committee on program format.
- The Committee works closely with the Host Committee and Information Exchange Committee to facilitate speaker arrangements and sponsorships, respectively.
- The Committee is responsible for corresponding with the speakers in order to obtain pictures and biographies, to keep the speakers informed of the progress of the program, to identify speaker requirements and to assist the speakers, if needed, with transportation and accommodations at the Annual Meeting.
- During the Annual Meeting, the Committee is responsible for the speakers and for helping the speakers with transportation requirements, meeting room setups and audiovisual needs.

Members:

- Second Vice President (Chair)
- Representative of three constituent groups
- Host Committee (Chair)
- Others as appointed by the president

Annual Conference Host Committee

Last Reviewed February 2, 2016

Committee Objective: The Committee is responsible, under the direction of the President, for the site arrangements and appropriate host activities for the next Annual Meeting.

Roles and Responsibilities:

- Responsibility for overall planning, organizing, staffing, directing, and controlling of all activities for the Annual Meeting or other duties as assigned and delegated by the President.
- Prepare and submit articles regarding Annual Meeting activities for publication in the WACUBO newsletter and NACUBO publications.
- Prepare and submit for approval by the Board of Directors a budget for the successful completion of the committee's responsibilities to be presented/approved at the September meeting of the Board.
- Control revenues and expenditures in conformance with the approved conference budget.

- Solicit attendance, register all attendees, and arrange for the acquisition and printing of all material required by the President, Program Committee, and all others for the successful conduct of the Annual Meeting.
- Arrange for and coordinate all services to be provided by the staff of the host hotel.
- Coordinate and support requirements of Program Committee.
- Coordinate and acquire all necessary technological needs for the conference.
- Coordinate and support requirements of Information Exchange Program.
- Preside over the Members Appreciation function and provides a speaker of general interest or entertainment for the members and spouses/guests in attendance.
- Assist in conducting audit on accounts of prior year Host Committee.
- Assemble and submit all final reports to the President or their designee.

Members:

- Local Representative (Chair)
- Program Committee Chair
- PDSC Chair
- IEP Chair
- Others as appointment by the president

Professional Development Workshops Committee

Committee Objective: The committee coordinates a network of workshops in the western region to encourage the development and delivery of professional development programs for college and university personnel.

General Roles and Responsibilities:

- Assist in extending professional special interest programs to new audiences at the middle management and specialist/professional level;
- Provide a vehicle for two and four year colleges and graduate research institutions to join resources, leadership, and professional talents thereby reinforcing the commonality of WACUBO's goals and objectives; and
- Create a forum where potential WACUBO leaders and volunteers are identified and utilized.
- Identifies Site Coordinators and a Workshop Contact to provide accessible locations for the offered curriculum;
- Determines what topics will be presented, the location of workshops and the approximate dates for the workshops;
- Determines the master calendar of training and provides it to the Workshop Contacts as soon as it is developed;
- Provides central communication, identification and coordination of workshop topics;
- Acts as a liaison with NACUBO, and other ACUBO regional associations regarding cluster workshops of mutual interest.
- Coordinate the work of the workshop contact including:
 - Point of contact for the Site Coordinator, Presenters and PDC;
 - Identifies Presenters to deliver training. Develops, or arranges for the development of, the program itself;
 - Determine specific date for workshop in coordination with the Presenters;

- Approves budget, verifies registration fees with Chair.
- Works with Site Coordinator in the preparation and timely emailing of the brochure;
- Reports to the PDC on workshop activities, results and evaluations;
- Periodically communicates with Presenters about progress of presentation development;
- Reviews and approves presentation outline;
- Reviews full presentation two to four weeks prior to event and suggests modifications based on demographics of the registered participants;
- Periodically requests updated list of registrants from the Site Coordinator and discusses demographics of the audience (members of public, private, small or large institutions) with the Presenter.
- Coordinate the work of site coordinator contact including:
- Develops the program budget given parameters from the Workshop Contact;
- Selects a specific site for the workshop;
- Work out contract details with the selected site;
- Coordinate with the Presenters;
- Works with Workshop Contact in the preparation and timely emailing of the brochure;
- Regularly communicates with the Workshop Contact on the status of the workshop preparation;
- Prepares documents, copies and materials for the workshop;
- Attend to details leading up to the workshop;
- Attend to details on the day of the workshop;
- Prepare and submit post-workshop reports to the Workshop Contact;
- Develops the program budget given parameters from the Workshop Contact;
- Selects a specific site for the workshop;
- Work out contract details with the selected site;
- Coordinate with the Presenters;
- Works with Workshop Contact in the preparation and timely emailing of the brochure;
- Regularly communicates with the Workshop Contact on the status of the workshop preparation;
- Prepares documents, copies and materials for the workshop;
- Attend to details leading up to the workshop;
- Attend to details on the day of the workshop;
- Prepare and submit post-workshop reports to the Workshop Contact;

Members:

- Workshop Committee (Chair(s))
- PDSC Chair
- Representation of the four constituent groups
- Other as appointed by the president

Research Committee

Committee Objective: The Research Committee is responsible for determining and collecting data that should be developed and made available to the Board of Directors in considering new programs and other strategic initiatives.

Roles and Responsibilities:

- Mine the WACUBO and NACUBO databases to develop a summary of member participation in various programs and activities (who attended what and where)
- Conduct a member needs assessment on a regular basis with professional assistance and guidance
- Include a needs assessment of the WACUBO vendor program
- Conduct an environmental scan within higher education and business to determine opportunities and challenges for WACUBO
- Provide budget input to the Finance Committee
- Provide insight and guidance and expertise in the formulation and implementation of the organization's research agenda
- Identify critical issues in the changing environment of the members that may impact the association and the higher education business management professional
- Assure the quality of research activities
- Advise and formulate recommendations to the board on research to be conducted
- Establish subcommittees as required to facilitate the work of the committee
- Mine the WACUBO database to develop a summary of member participation in various programs and activities (who attended what and where)
- Conduct a member needs assessment on a regular basis with professional assistance and guidance, as needed
- Include a needs assessment of the WACUBO vendor program
- Conduct an environmental scan within higher education and business to determine opportunities and challenges for WACUBO
- Provide budget input to the Finance Committee

Members:

- Nominated Chairman
- Representation from the four constituent groups
- At-large volunteers with assessment/survey/research expertise as appointed by the president

Volunteer Engagement Committee

Last Reviewed February 2, 2016

Committee Objective: The Volunteer Engagement Committee provides an open and transparent process for WACUBO members to volunteer to serve their professional organization. Their goal is to create ease of engagement and develop members' understanding of the volunteer structure. Through their efforts they will provide clarity of roles and responsibilities, including an understanding of what committees require in terms of content expertise and/or constituent representation.

Roles and Responsibilities:

- Consult with board members and each of the committee chairs to identify organizational needs for volunteers, the qualifications needed, and the time commitment
- Develop and direct the volunteer application process. This includes:

- Updating the volunteer application form on the website
- Communicating the call for volunteers
- Respond to member questions regarding volunteering for WACUBO
- Compile applications and document the information, identifying the individuals, and their demographic information, interests and qualifications
- Contact the individuals expressing interest and assess their ability and fit with volunteer needs
- Forward recommendations to committee chairs
- Submit to Nominating Committee for approval of the application and process
- Design the annual Volunteer Orientation, with input from the president
- If the board decides to hold a Leadership Council Event (), design, develop and implement the event with professional assistance, as needed

Members:

- 1st Vice President, Chair
- At-large volunteers with an interest in engaging volunteers
- WACUBO members with knowledge of committee requirements (past committee chairman as an example)
- Nominating Committee Chairman

Leadership Council Advisory Committee

Last Reviewed February 2, 2016

Committee Objective: Design and implement the annual Leadership Council Event in order to:

1. Foster greater continuity and communication among all WACUBO Committees
2. Engage past presidents in meaningful work to strengthen WACUBO
3. Conduct strategic planning to assure the vitality, communication, implementation, and evaluation of WACUBO's goals

Roles and Responsibilities:

- Works with the President to plan the annual leadership council primarily through conference calls.
- Works with the Industry Alliance Council and the IEP Committee to garner business partner support for the event.
- Communicates regularly with the Board of Directors regarding plans for the event.
- Ensures that all Committee Chairs are knowledgeable about the plans for the event and the Committee Chairs and Committee Members' roles in the event, in order to ensure very high levels of attendance annually.
- Strives to provide a strong balance of both programmatic content and social engagement during the event.
- Conducts an annual self-evaluation of the performance of the committee, its effectiveness and compliance with its stated Roles and Responsibilities.

Members:

- President, Chair

- 1st Vice President, responsible for strategic planning
- Past Presidents
- IEP Chair or Industry Alliance Council Chair, as determined by the President

Volunteer Leader Position Descriptions

WACUBO Individual Directors

Brief Position Description Statement: As representatives of the membership of WACUBO, the Board of Directors is the primary force pressing the association to the realization of its opportunities for service and the fulfillment of its obligations to the members and stakeholders to the association as a single entity, and to the profession of college and university business officers.

Roles and Responsibilities:

- **Broad Expectations**
 - Commit to honest debate, appropriate confidentiality and ethical conduct.
 - Know the envisioned future, core purpose, core values, goals, bylaws, policies, programs, services, strengths, and needs.
 - Suggest individuals for leadership positions who are clearly individuals of achievement and distinction and who can make significant contributions to the work of the board of directors and the association's progress.
 - Undertake special assignments willingly and enthusiastically when asked.
 - Avoid prejudiced judgments on the basis of information received from individuals and urge those with grievances to follow established policies and procedures through the appropriate reporting relationships.
 - Follow trends in the profession.
 - Bring a sense of humor to the board of directors' deliberations.
 - Serve as a liaison to at least one committee as directed by the President
 - Performs any other tasks as requested by the President
- **Meetings**
 - Prepare for and participate in board of directors' meetings and committee meetings as assigned, including appropriate organizational meetings.
 - Ask timely and substantive questions at board of directors and committee meetings consistent with their conscience and convictions, while supporting the majority decision on issues decided by the board of directors.
 - Maintain the confidentiality of the board of directors' executive sessions, and speak for the board or the association only when authorized to do so.
 - Suggest agenda items for board of directors and committee meetings to ensure that significant policy-related matters are addressed.
- **Relationship with Staff [*when applicable*]**
 - Counsel the chief staff executive, as requested, to offer support in his/her often difficult relationships with groups and individuals.
 - Support the staff as they execute their duties in support of the association.
 - Communicate through the chief staff executive specific issues and requests of the staff.
- **Avoiding Conflicts**
 - Serve the association as a whole rather than any special interest group or constituency.

- Avoid even the appearance of conflict of interest that might embarrass the board of directors or the association, and disclose any possible conflicts to the board of directors in a timely fashion.
- Maintain independence and objectivity and do what a sense of fairness, ethics, and personal integrity dictate even when not necessarily obliged to do so by law, regulation or custom.
- **Fiduciary Responsibilities**
 - Faithfully read and understand the association's financial statements and otherwise help the board of directors fulfill its fiduciary responsibility.

WACUBO Officers

The officers of WACUBO are:

- President
- First Vice President
- Second Vice President
- Secretary
- Treasurer

President

Last Reviewed February 2, 2016

Brief Position Description Statement: As Chair of the Board of Directors and chief elected officer, the President accepts responsibility for the success or failure of the enterprise and assumes responsibility for WACUBO's consistent achievement of its mission and financial objectives. Gives direction to the formulation of and leadership to the achievement of the association's philosophy, mission, and strategy, and to its objectives and goals and assures the association is making consistent and timely progress toward the fulfillment of its mission.

As Chair of the Board of Directors, assures that the Board of Directors fulfills its responsibilities for the governance of WACUBO. As a partner with the members of the Board of Directors, optimizes the relationship between the Board and the stakeholders of the association.

Roles and Responsibilities:

- Provide overall guidance on all association matters and provides leadership to the volunteer activities of the members
- Provide final authority and responsibility for all matters of the association not specifically reserved by and to the Executive Committee and the Board of Directors
- Call, establish agendas, and preside over all meetings of the Board of Directors, the Executive Committee, and the WACUBO membership except if otherwise provided in the Bylaws
- Act as chief spokesperson for WACUBO
- Develop and maintain cooperative relationships between WACUBO and its stakeholders
- Develop and maintain cooperative relationships with other organizations, other ACUBOs, and NACUBO

- Maintain continuity of ongoing programs and initiating new programs as required in concert with the First Vice President and the Second Vice President
- Work with his or her immediate successor to set coordinated goals and objectives, both short-term and long-term that will be carried forward
- Report to the Executive Committee periodically regarding these matters and see that the goals and objectives are communicated to the membership, including reports at the annual meeting and various Board meetings
- Interact on a regular basis with the Board of Directors and Executive Committee in the interests of sound administration to identify current issues and proposed resolutions, and work with the Board and Executive Committee to see that basic procedures and programs that further the goals and objectives of WACUBO are planned, formulated, and executed
- Make policy decisions on behalf of the Board, but only when it is not possible to consult the Board or the Executive Committee, in which case he or she should seek ratification from the Board or Executive Committee at the next available opportunity
- Support and direct implementation of policies and programs adopted by the Board and Executive committee
- Communicate to the Board the progress in achieving the goals and objectives of the association
- Appoint all committee chairs and all committee members
- Serve as Chair of the Executive Committee
- Serve as a member of the Nomination Committee
- Serve as a member of the Professional Development Steering Committee
- Serve as a member of the Annual Conference Host Committee
- Serve in ex-officio capacity for all other committees
- Serve on the board of NACUBO
- Travel extensively representing WACUBO at NACUBO and other regional events
- The President convenes at least four regular meetings of the Board of Directors during their term of office. The first meeting is held immediately following the Annual Meeting. Two regular meetings are held during the year at times and places selected by the President. A fourth meeting is held just prior to the WACUBO Annual Meeting. Special meetings may be called by the President or at the written request of three members of the Board of Directors. A majority of the voting members of the Board of Directors, including ex-officio, constitutes a quorum for the transaction of business at any meeting of the Board. Business may be transacted by e-mail or mail between meetings.
 - Coordinates the dissemination of information to all Directors regarding possible agenda items;
 - Invites Directors to submit agenda items;
 - Works with the Finance Chair and Committee in developing and presenting, to the Board of Directors for approval, an annual operating budget on a program year basis.
 - Prepares the final agenda for meetings;
 - Convenes meetings of the Board of Directors and all committee Chairs to give directions regarding aims and objectives of all committees;
 - Conducts such other business as may require action by the Board of Directors;
 - Approves all WACUBO travel expenses, or delegates authority to the Finance Chair, Treasurer, or appropriate Committee Chair.
- The President appoints committee Chairs and committee members and:
 - Obtains from each committee Chairs a written statement as to goals and objectives of their respective committees to be pursued between Annual Meetings;

- Keeps informed and is cognizant of the activity of all committees and progress being made in achieving stated goals and objectives;
 - With the guidance of the Board of Directors, appoints additional standing committees, ad hoc committees or special study committees formed to parallel NACUBO committees, or to engage in studies of special or current interest to the memberships of the Association;
 - Appoints and assigns appropriate duties to appointed board positions and chairs of WACUBO standing committees of the board and committees of the association
 - Establish ad-hoc committees as appropriate to assist the President or the Board of Directors in the conduct of WACUBO business; and
 - Fills vacancies on the various committees as they may arise.
- The President serves as the principal coordinator regarding administrative matters with the National Association of College and University Business Officers (NACUBO) and the other regional associations.
 - Makes appointments to various task forces, councils and/or committees upon request by NACUBO
 - Represents or designates a representative of WACUBO to attend other regional annual meetings.
- WACUBO Annual Meeting--The President presides at the Annual Meeting of the Association and specifically:
 - Has overall responsibility for the Annual Meeting;
 - Presides over the opening session;
 - Presides over the Annual Business Meeting;
 - Presides over the Annual Tuesday night event and may preside over luncheon sessions;
 - In conjunction with the Host Committee, presides over the President's dinner;
 - Performs such other duties as necessary related to the special introduction or entertainment of invited officials and other special guests or speakers attending the Annual Meeting.
- Arranges for the preparation of the annual financial report to be published in the newsletter within one hundred twenty (120) days after the end of the corporation's fiscal year (report actually prepared by the Treasurer). That report contains the following information, in appropriate detail, for the fiscal year:
 - The assets and liabilities, including the investment funds, of the corporation as of the end of the fiscal year;
 - The principal changes in assets and liabilities, including investment funds;
 - The revenue or receipts of the corporation, both unrestricted and restricted to particular purposes; and
 - The expenses or disbursements of the corporation for both general and restricted purposes.
 - The preparation of the Form 990.
 - Reviews and signs all WACUBO contracts during term in office, may delegate this responsibility to other members of the Board or committee chairs for limited contractual scope (e.g. workshop contracts to Workshop or PDSC chair). Delegations are only valid for the presidential year unless renewed by successors.
- Performs such duties as usually pertain to this office and such other duties as may be assigned by WACUBO.
- Work with the chair of the communication and marketing committee to develop the annual communications plan

- Other specific roles and responsibilities be determined by WACUBO

First Vice President

Last Reviewed February 2, 2016

Brief Position Description Statement: The First Vice President serves as the President-Elect and is the second-ranking elected officer in WACUBO and assumes the position of President at the conclusion of his or her term. He or she supports the President in fulfilling the goals and objectives of the Board of Directors by providing continuity to established programs and formulating future programs.

General Roles and Responsibilities:

- Serve as the President-Elect
- Assume the duties of the President in the event of his or her absence or disability
- Prepare to assume the office of President at the conclusion of the term of First Vice President by setting goals, recruiting volunteers for committee positions, designating committee chairs, preparing and coordinating committee charges and developing proposed budgets.
- Assume responsibilities delegated or assigned by the President

Specific Roles and Responsibilities:

- Serve on the Executive Committee
- Serve as a member of the Finance Committee
- Serve as a member of the Nomination Committee
- Chair the volunteer engagement committee
- Serve on the board of NACUBO
- Travel extensively for WACUBO and NACUBO board business
- Other specific roles and responsibilities be determined by WACUBO

Second Vice President

Brief Position Description Statement: The Second Vice President is the third-ranking elected officer in WACUBO and assumes the position of First Vice President at the conclusion of his or her term. He or she supports the President and the First Vice President in fulfilling the goals and objectives of the Board of Directors by providing continuity to established programs and formulating future programs.

Roles and Responsibilities:

- Preside over meetings of the WACUBO membership and/or Board of Directors in the absence of both the President and First Vice President
- Chair the Annual Conference Programming Committee
- Serve as a member of the Annual Conference Host Committee
- Prepare to assume the office of First Vice President at the conclusion of the term as Second Vice President
- Assume responsibilities delegated or assigned by the President
- Serve on the Executive Committee
- Serve as a member of the Nomination Committee
- Serve as a member of the Professional Development Steering Committee

- Other specific roles and responsibilities be determined by WACUBO

Secretary

Last Reviewed February 2, 2016

Brief Position Description Statement: The Secretary assumes responsibility for accurate preparation, maintenance, and custodial duties for all records and proceedings of WACUBO.

General Roles and Responsibilities:

- Prepare, distribute, and secure the minutes of meetings for meetings of the Board of Directors, Executive Committee, and WACUBO membership
- Determine that quorum requirements, as prescribed by the Bylaws, are met for all meetings of the membership, Board, and Executive Committee
- Notify members in the event of membership termination
- Review annually the WACUBO Bylaws and Leadership Manual making recommendations to the Board and Executive Committee as appropriate
- Fulfill the role of WACUBO archivist, historian, and keep secure the official records and files for the association
- Ensure all permits, licenses, reports, et al are current and filed with appropriate governmental entities as required by law
- Serve as the official record keeper of the organization
- Assume responsibilities delegated or assigned by the President

Specific Roles and Responsibilities:

- Serve on the Executive Committee
- Responsible for keeping the minutes of the Annual Meeting and of all Board of Directors meetings. A copy of the draft minutes should be distributed soon following each meeting to each member of the Board of Directors
- Maintains an official file of all draft and approved meeting minutes and Association records and contracts
- Responsible for review and updating of the WACUBO Bylaws and Board of Directors Handbook on an annual basis. Proposed bylaw amendments approved by the Board of Directors are presented to the WACUBO membership with appropriate notice prior to any membership vote
- Responsible for archiving the official roster of WACUBO Board and committee members
- Responsible for maintaining a file of all Annual Meeting contracts
- Turn over the files to the incoming Secretary at the end of their term in office
- Act as archivist and historian for WACUBO and maintains files and records accordingly
- Serve as liaison with NACUBO membership administrator, when appropriate
- Perform such other duties as may be assigned by the President or the Board of Directors.

Treasurer

Brief Position Description Statement: The Treasurer assumes responsibility for preparation, maintenance, and custodial duties of all such financial records as may be required by law or by WACUBO.

Roles and Responsibilities:

- Have charge of the funds, accounts, and fiscal affairs of the association, subject to direction or review by the Executive Committee or the Board of Directors and in compliance with the Bylaws
- Oversee administration of the budget and periodically present the financial statements with explanation of budget variances to the Executive Committee and Board of Directors
- Furnish other such reports and statements as the Executive Committee or Board of Directors may direct
- Have charge of all monies, securities and valuable financial papers of the association
- Collect all amounts due to WACUBO and deposit same in the name of the association in a bank or trust company to be designated by the Board of Directors
- Make disbursements of funds upon presentation of vouchers approved in the manner directed by the Board of Directors or Executive Committee
- Invest available funds of the association in such investments as may be designated by Board of Directors in accordance with such investment policy or policies as may be adopted by Board
- Keep suitable books of account, which books shall be closed annually as of the last day of the fiscal year and submitted to the Audit Committee as soon as complete
- Submit interim financial statements to the Board of Directors or the Executive Committee as may be appropriate and to report on matters affecting the finances of the association
- Assume responsibilities delegated or assigned by the President
- Serve on the Executive Committee
- Serve as a member of the Finance Committee
- Initiates a Transfer of Records and accepts from the previous Treasurer the following documents and records: Checking the balances in all accounts.
 - Total investments as compared to audit reports.
 - Copy of audit report. (Comparison should be made as to balance in checking account to final check received)
 - Detail worksheets as to receipts and expenditures for previous year.
 - Previous year's checkbook.
 - Folder containing WACUBO Bylaws.
 - Folder of paid invoices from the previous year.
 - Pending file.
 - Correspondence file for previous year.
 - Insurance policies
- Open a checking account that is covered by Federal Reserve Deposit Insurance. The authorized signers should be the President, First Vice President, Secretary, and Treasurer.
- Arrange for new checks.
- Receive and audit all invoices according to the bylaws. The President approves all expenses of the Treasurer (see attached travel policy for more details).
- Deposit membership funds received from NACUBO. On or about May 1st, the membership billing for the next fiscal year is mailed to the institutional members by the NACUBO office. Upon receipt of membership payments by NACUBO, the funds are transmitted to the WACUBO Treasurer to deposit. (Please refer to Regional Agreement). One half of the dues relate to the

membership year collected, the other half to the following year. Reconciles to membership name – according to the Investment Policy.

- Serve as a monitor of the Investment portfolio, and follows good cash management practices, balancing cash requirements with prudent investments.
- Maintain liability and fidelity insurance.
- Reconcile bank statement each month.
- Develop and maintain a detailed and well-documented description of duties and procedures to permit prompt and accurate transfer of the functions of the office, should it become necessary.
- Perform other assignments to support the objectives of reliable continuity in the logistical affairs of the Association.
- Responsible for maintaining a file of all Annual Meeting contracts.
- Work with President and First Vice President on upcoming budgets.
- Monitor financial result against budget and reports periodically to Board.
- Prepare records for audit.
- Prepare appropriate tax reports including, annual 1099's, Federal and State of California information returns, etc.
- Surrender all funds and property of the association to his/her successor when duly elected

WACUBO Committee Chairpersons and Committee Members

Brief Position Description Statement: Boards of directors form committees for a simple, practical reason: to enable the board of directors to do its jobs better. Committees help boards of directors to be more efficient, more active, and more knowledgeable and to distribute the work, along with creating opportunities for involvement and engagement by other association members. As a result, board of directors' decision-making is more informed and less cumbersome than it would be if the board of directors attempted to assume all the duties of governance, leadership, engagement, and connectivity as a committee-of-the-whole. Committees do the work of the association, develop policy options for the board of directors and recommend actions for its consideration and approval. A committee's size, the expertise of its members, and its focused charge enable it to deal with issues in greater detail than can the full board of directors. Much of the board of directors' work is accomplished *through* its committees. The key word here is through. Committees make a critical contribution to the board of directors' deliberations and decision-making, but they do not supplant the responsibilities of the board of directors.

[Note: the term "committee" is being used as a generic term for any volunteer leadership structure component.]

General Roles and Responsibilities for WACUBO Committee Chairpersons

- Sets the tone for committee work, ensures members have the information they need to do their jobs, and oversees the logistics of the committee's operation. As the committee's representative to the board of directors, he/she frequently consults with the director liaison and reports to the chief elected officer.
- Reports through the director liaison to the board of directors on committee decisions, policy recommendations, and other committee business. He/she works closely with the chief staff executive through the appointed staff liaison to the committee *[when applicable]*.

- Assigns work to committee members, sets meeting agendas, manages meetings, and ensures distribution of minutes and reports to members and other interested parties.
- Initiates and leads the committee's annual evaluation, a process in which committee members review their accomplishments in relation to committee goals and reflect on areas of the committee's work that need improvement.

General Roles and Responsibilities for WACUBO Committee Members

- Make a serious commitment to participate actively in the committee's work, including substantive participation in committee meetings and discussions.
- Volunteer for and willingly accept assignments and complete them thoroughly and on time.
- Stay informed about matters of the committee; prepare themselves well for meetings, and review and comment on minutes and reports.
- Get to know other committee members and build a collegial working relationship that contributes to consensus.
- Be active participants in the committee's annual evaluation.

General Roles and Responsibilities for All:

- Committees are directed by the Board of Directors and empowered to act
 - Within *strategic* plan
 - Within budget
 - Within committee purpose
 - Within decision-making process
 - Within monitoring system
- **General Expectations**
 - Commit to honest debate, appropriate confidentiality and ethical conduct.
 - Know the envisioned future, core purpose, core values, goals, bylaws, policies, programs, services, strengths, and needs.
 - Suggest individuals for committee positions who are clearly individuals of achievement and distinction and who can make significant contributions to the work of WACUBO.
 - Undertake special assignments willingly and enthusiastically when asked.
 - Avoid prejudiced judgments on the basis of information received from individuals and urge those with grievances to follow established policies and procedures through the appropriate reporting relationships.
 - Follow trends in the profession.
 - Bring a sense of humor to the committee deliberations.
- **Meetings**
 - Prepare for and participate in committee meetings as assigned, including appropriate organizational meetings.
 - Ask timely and substantive questions consistent with their conscience and convictions, while supporting the majority decision on issues decided by the committee.
 - Speak for the committee or WACUBO only when authorized to do so.
 - Suggest agenda items for committee meetings to ensure that significant policy-related matters are addressed.
- **Relationship with Staff [when applicable]**
 - Counsel the staff liaison, as requested, to offer support in his/her often difficult relationships with groups and individuals.
 - Support the staff as they execute their duties in support of the association.

- Communicate through the staff liaison specific issues and requests of the staff.
- **Avoiding Conflicts**
 - Serve WACUBO as a whole rather than any special interest group or constituency.
 - Avoid even the appearance of conflict of interest that might embarrass the committee or WACUBO, and disclose any possible conflicts to the committee in a timely fashion.
 - Maintain independence and objectivity and do what a sense of fairness, ethics, and personal integrity dictate even when not necessarily obliged to do so by law, regulation or custom.