

**WACUBO Committees  
Roles and Responsibilities**

**Committee Listing**

Executive Committee.....	2
Annual Conference Host Committee .....	3
Annual Conference Programming Committee .....	3
Audit Committee .....	3
Comprehensive/Doctoral Institutions and Research Institutions Committee (CDRIC) .....	4
Community College Committee .....	5
Finance Committee .....	6
Information Exchange Committee .....	6
Institutes Committee.....	7
Nominations Committee .....	7
Professional Development Steering Committee .....	7
Research Committee .....	8
Site Selection Committee .....	8
Small Institutions Committee .....	9
Volunteer Engagement Committee .....	9
Workshops Committee .....	10

## Executive Committee

**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 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*
- *Change a board approved budget.*
- *Approve or terminate a major program*
- *Execute mergers, acquisitions or partnerships*
- *Initiate litigation.*

### **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

## Annual Conference Host Committee

**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 coordinating 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
- Assemble and submit all final reports to the President or their designee.

## Annual Conference Programming Committee

**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.

## Audit Committee

**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)
- 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)
  - Selected an audit team to conduct the annual audit (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 practices
  - 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
  - The Audit Report and Financial Statements are presented to the general membership at the Annual Meeting and published in the first newsletter following the Annual Meeting

**Comprehensive/Doctoral Institutions and Research Institutions Committee (CDRIC)**

***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 Institution 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
- Serve as representative of respective constituent group
- Coordinate and approve scholarships (within approved budget) within constituent group
- Participate in the Annual Conference and Institutes planning content and faculty
- Provide budget input to the Finance Committee
- Promoting the interests of their constituents to the Board and other committees
- Improve the effectiveness of Comprehensive and Research Institution related programs at the Annual Meetings by providing opportunities for the business officers of larger institutions to share ideas and common problems
- Support WACUBO professional development activities as they pertain to Comprehensive and Research institutions and encourage participation
- Increase membership and participation of Comprehensive 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 and Research institutions business officers at the WACUBO Annual Meeting by conducting the CIC constituent lunch or other events designed around the needs of CIC institution business officers
- Provide regular CIC articles/updates for publication
- Strengthen the communication between the NACUBO/WACUBO Comprehensive and Research Institution Committees as well as with other regions
- Increase exposure of WACUBO Comprehensive and Research Institutions
- Increase exposure of WACUBO CDRIC Committee at other higher educational focused professional organizational meetings

## Community College Committee

***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.

### ***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
- Serve as representative of respective constituent group
- Coordinate and approve scholarships (within approved budget) within constituent group
- 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.
- Increase membership and participation of Community College Officers in WACUBO activities.
- 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

## 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 multi-year cycle
- Develop and implement processes for committees to have input into the budget process

## 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.

## Institutes Committee

**Committee Objective:** The purpose of the Institutes Committee is to provide guidance and oversight for the management of WACUBO's professional development institutes.

**Roles and Responsibilities:**

- The Committee provides oversight of all Institutes. In this capacity, the Committee acts as both a resource for the institutes' Director(s) and as evaluators for the programs.
- Coordinate program efforts with the Professional Development Steering Committee
- The Committee reviews and evaluates the roles of the institutes and their effectiveness within the overall mission of WACUBO and NACUBO professional development programs.
- The Committee makes recommendations to the Finance committee and the Professional Development Steering Committee concerning:
  - Institute budgets, including rates and sponsorships;
  - Site changes;
  - Director appointments and performance evaluations
  - Any items connected to the institutes that require a change in Board policy.

## 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.*
- Formally consult with the volunteer engagement committee
- 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

## Professional Development Steering Committee

**Committee Objective:** The Professional Development Steering Committee (PDSC) coordinates content and programs for the professional development mission of WACUBO by identifying programmatic opportunities based upon the needs of the WACUBO membership. The PDSC is responsible for developing and providing professional development programs to meet those opportunities and needs

***Roles and Responsibilities:***

- Reviewing findings from available needs assessment, environmental scanning, market analysis, and/or prior event feedback and from the volunteer engagement committee
- Identifying needed offerings, defining learning outcomes, and positioning offerings to targeted audiences through appropriate modalities;
- Annually provide an overview of the collective program offering of the organization across all offerings (institutes, annual conference, workshops, etc.)
- Continuously monitoring evaluations and feedback and recommending course additions and corrections, as needed;
- Identify and cultivate members and other professionals serve as program facilitators for the various programs;
- Administration and coordination of a Continuing Professional Education (CPE) program
- Coordinate and represent WACUBO in NACUBO programming efforts
- Identify and implement additional program offering to strengthen the overall suite of WACUBO program offerings

## 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
- 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
- Provide budget input to the Finance Committee

## 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

## 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
- Serve as representative of respective constituent group
- Coordinate and approve scholarships (within approved budget) within constituent group
- 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

## Volunteer Engagement Committee

***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:***

- Develop the volunteer application process
- Direct the volunteer application process to be posted to the website for access by the membership
- Respond to member questions regarding volunteering for WACUBO
- Collect applications and develop a “spreadsheet” sorting of interests and qualifications
- Coordinate and conduct survey’s as needed to develop a list of qualification held by volunteers
- Submit to Nominating Committee for approval of the application and process
- Design with input from the president the annual volunteer orientation

## **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.