

Western Association of College and University Business Officers



BOARD OF DIRECTORS HANDBOOK

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INTRODUCTION

The Western Association of College and University Business Officers – WACUBO - is a member organization committed to promoting the professional success of college and university business officers, their institutions, and its enterprise through sponsoring annual meetings, workshops and professional development programs. Since 1937, WACUBO has offered business officers in the West an opportunity to develop professionally, share thoughts, problems and solutions, speak in concert on matters affecting higher education, and enjoy a forum for professional and social contact with colleagues.

WACUBO members represent large and small public and private institutions ranging from community colleges, small independents, to large research institutions. WACUBO's membership consists of educational institutions located in the states of Alaska, Arizona, California, Colorado, Hawaii, Idaho, Montana, New Mexico, Nevada, Oregon, Texas, Washington, Utah, Wyoming, and the provinces of British Columbia and Alberta of the Dominion of Canada and the nations of the Pacific and the country of Mexico. Institutions in Texas may join SACUBO and/or WACUBO.

Due to this diversity, WACUBO recognizes the need for a Handbook. The Handbook is intended to serve as an authoritative source on the organization's policies and procedures and provide guidance to all persons serving in positions within the organization.

Individuals accepting WACUBO appointments that include financial responsibilities are expected to follow the guidelines contained in this Handbook. This will promote consistency, continuity, and compliance with regulatory and reporting standards.

The Treasurer is responsible for maintaining this Handbook and for posting to the website. The WACUBO Board (as a whole or through standing or ad hoc committees with full board ratification) has the responsibility for developing, implementing and documenting current and future WACUBO policies and procedures. This WACUBO Handbook supersedes previously issued policies and directives.

GOALS AND OBJECTIVES

WACUBO'S mission is to build an organization that promotes and maintains professional standards and conduct for management and financial administrators in higher education.

The Association endeavors to fulfill this mission by working toward the following goals:

- Develop and maintain interest in the continuous improvement of principles and practices of management, business, and financial administration in higher education;
- Foster among member institutions professional ideals, standards and ethical conduct in business and financial administration;
- Create professional development opportunities for association members which will include basic and advanced training, career development, skills improvement, and other forms of professional growth;

- Gather and disseminate information that will assist in management, and the business and financial administration of colleges and universities, and to stimulate research and the development of sound practices in these fields;
- Disseminate information that will assist in day-to-day institutional operation and increase awareness of current issues in higher education;
- Encourage cooperation with organizations having common interests in management and financial administration of higher education; and
- Support and work in concert with the National Association of College and University Business Officers (NACUBO) and the other regional associations in the achievement of its purposes and objectives.

WACUBO Officers & Board of Directors

WACUBO OFFICERS

Officers

The officers of WACUBO are the President, First Vice President, Second Vice President, Secretary, and Treasurer.

Election of Officers

The officers are elected at the WACUBO Annual Meeting, except for the Treasurer who is selected by the Board of Directors. They hold office from the time of their election until their successors are elected.

Vacancies in Office (officers)

Vacancies are filled for the unexpired term of any officer by a majority vote of the remaining members of the Board of Directors.

BOARD OF DIRECTORS

The WACUBO Board of Directors are the President, First Vice President, Second Vice President, Treasurer, Secretary, Communications Director, three members at large, the two immediate past presidents of WACUBO, chairs of the various WACUBO standing committees, any WACUBO member who is the chair or immediate past chair of NACUBO and the Directors of the Business Management Institute and the Executive Leadership Institute.

The members at large of the Board of Directors are elected at the WACUBO annual meeting. They hold office from the time of their election until their successors are elected. Vacancies on the Board are filled for the unexpired terms of any member at large of the Board of Directors by a majority vote of the remaining members of the Board of Directors.

In addition, the Board of Directors:

1. Takes final action on matters referred by the Association.

2. Takes 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.
3. Acts on vacancies to be filled for the unexpired term of any officer.
4. Reads material referred to the Board by the President, and when appropriate, make recommendations concerning action or disposition.
5. Performs any other tasks as requested by the President.
6. Reviews and approves the program theme, fees and budget for the annual meeting.
7. Discharges all duties assigned to the Board of Directors elsewhere in the bylaws.
8. Reviews and approves the operation budget for WACUBO.

PRESIDENT

1. The President has full knowledge of the duties and responsibilities of the officers of the Association; gives direction and guidance to WACUBO officers, as necessary, to assure the satisfactory performance of such duties and responsibilities and reports to the Board of Directors any matter relating to unsatisfactory performance by an officer of the Association.
2. The President convenes at least four regular meetings of the Board of Directors during his/her 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.

In addition, the President:

- Coordinates the dissemination of information to all Directors regarding possible agenda items;
- Invites Directors to submit agenda items;
- Works with the First Vice President in developing and presenting, to the Board of Directors for approval, an annual operating budget on a calendar year basis.
- Prepares the final agenda for meetings;
- Calls a meeting of the Board of Directors and all committee chairpersons 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 First Vice President, Treasurer, or appropriate Committee Chair.
3. The President appoints committee chairpersons and committee members and:
- Obtains from each committee chairperson 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 the WACUBO standing committees: Professional Development; Audit; Community College; Small Institutions; Comprehensive, Doctoral and Research; Host; Program; and Information Exchange Committees.
 - In addition, the President may establish other committees as are deemed desirable 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.
4. 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.
- Serves on the ACUBO Steering Committee
 - Makes appointments to various task forces, councils and/or committees upon request by NACUBO
 - Monitors progress of the ACUBO Innovation Project on behalf of WACUBO; assures WACUBO participation and value
 - Represents or designates a representative of WACUBO to attend other regional annual meetings.
5. 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 Banquet 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.
6. Newsletter--Although the Communications Director is responsible for publishing the Newsletter, the President:
- Communicates regularly with the Communications Director regarding publication of the Newsletter at least four times between Annual Meetings;
 - Provides the Communications Director information regarding items with which the President has been involved and which would be of general interest to the membership; and
 - Prepares an article to the membership to be published in each issue of the Newsletter.
7. 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.
8. Performs such duties as usually pertain to this office and such other duties as may be assigned by WACUBO.

FIRST VICE PRESIDENT

The First Vice President:

1. Is the president-elect and, in the absence of the president, assumes the duties of the president.

2. Is responsible for preparing for the year when the first vice president assumes the presidency by setting goals, recruiting volunteers for committees and chairs, preparing and coordinating committee plans, and developing proposed budgets in conjunction with the President.
3. Is responsible for the annual WACUBO Board of Directors retreat held once per year, usually at the January/February Board meeting.
4. Holds a one-year appointment on the ACUBO Innovation Council.
5. Working in conjunction with the Secretary and Treasurer, has responsibility for the coordination of membership activities with the Small Institutions Committee, the Community College Committee, and the Comprehensive/Doctoral/Research Institutions Committee, in addition to NACUBO, for membership lists and payment of dues.
6. Is responsible for analyzing trends and issues regarding membership, and recommending to the Board solutions developed in concert with the constituency committees and membership activities.
7. Presents a membership report at the annual meeting
8. Attends NACUBO planning and board meetings as specified by NACUBO in advance of becoming a NACUBO Board member.
9. Performs such other duties as may be assigned by the President or the Board of Directors.

SECOND VICE PRESIDENT

The Second Vice President:

1. Is the Annual Meeting program chairperson and has overall responsibility for annual meeting content and keeps the President and the Board of Directors informed as to program content.
2. Attends NACUBO planning and board meetings as specified by NACUBO in advance of becoming a NACUBO Board member.
3. Performs such other duties as may be assigned by the President or the Board of Directors.
4. Assumes the office of First Vice President at the end of the second vice president's term of office.

SECRETARY

The Secretary:

1. Is 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 within two

weeks following each meeting to each member of the Board of Directors, including President of NACUBO. The Secretary maintains an official file of all minutes and Association records and contracts. Approved Board meeting minutes are posted on the WACUBO web page and/or the newsletter.

2. Is 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 submitted for printing in the Spring issue of the newsletter.
3. Is responsible for maintaining the official roster of WACUBO Board and committee members.
4. Turns over the files to the incoming Secretary at the end of his/her term in office.
5. Acts as archivist and historian for WACUBO and maintains files and records accordingly.
6. Serves as liaison with NACUBO membership administrator.
7. Is responsible for maintaining a file of all annual meeting contracts.
8. Maintains WACUBO membership directory.
9. Is responsible for maintenance of the WACUBO membership information within the AIMS database and serves as WACUBO's database administrator and ex-officio member of the AIMS council (NACUBO, who, in partnership with the other regions, maintains the Association Information and Management System (AIMS) and has entered into an agreement to jointly manage AIMS.

Attached as Addendum 1 to this handbook are "AIMS Database Practices" governing AIMS. The Secretary manages AIMS for WACUBO in accordance with these policies and procedures and as determined by the WACUBO Board of Directors from time to time.

- General duties include: Maintain, define, and generating mailing lists for the region;
- Data collection for the region;
- Events tracking and support;
- Liaison to WACUBO standing committees; and
- Identify budget impacts and inform Treasurer and President
- Provide data and reports as necessary to the First Vice President in support of the membership function.

10. Performs such other duties as may be assigned by the president or the Board of Directors.
11. The Assistant Secretary assists the Secretary in a variety of ways. Specific activities include, but are not limited to: using and accessing the NACUBO AIMS database, running data lists and acting as liaison with NACUBO's database manager, and working with constituent committees in the creation of lists related to membership functions.

TREASURER

The Treasurer is selected by, and serves at the pleasure of, the Board of Directors. Because of the continuing workload, the budget for the office provides for an appropriate honorarium and for clerical assistance in addition to printing, supplies, postage, and other expenses. He/she is placed under fidelity bond in an amount determined by the Board of Directors, with the premium to be paid by the Association.

The Treasurer:

1. Initiates a Transfer of Records and accepts from the previous Treasurer the following documents and records:
 - Check for balance in the checking account.
 - 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 for previous year.
 - Pending file.
 - Correspondence file for previous year.
 - Insurance policies
2. Opens a checking account that is covered by Federal Reserve Deposit Insurance. The authorized signers should be the President, First Vice President, Secretary, and Treasurer.
3. Arranges for new checks.
4. Receives and audits all invoices according to the bylaws. The President approves all expenses of the Treasurer (see attached travel policy for more detail).
5. Deposits 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.

6. Serves as a monitor of the Investment portfolio, and follows good cash management practices, balancing cash requirements with prudent investments.
7. Maintains liability and fidelity insurance.
8. Maintains membership liaison with the national office.
9. Reconciles bank statement each month.
10. Works with the Chair of the upcoming Annual Meeting, or their designee, to set-up local checking account.
11. Develops and maintains 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.
12. Performs other assignments to support the objectives of reliable continuity in the logistical affairs of the Association.
13. Is responsible for maintaining a file of all annual meeting contracts.
14. Works with President and First VP on upcoming budgets.
15. Monitors financial result against budget and reports periodically to Board.
16. Prepares records for audit.
17. Prepares appropriate tax reports including, annual 1099's, Federal and State of California information returns, etc.
18. The Assistant Treasurer assists the Treasurer in a variety of ways. Specific activities include, but are not limited to: preparation of the annual information/tax returns to the IRS and State of California, completing credit applications for Site Coordinators as needed, downloading transactions from secured payments Web site; monitoring teleconference services; obtains annual meeting insurance and other special projects which may arise.

COMMUNICATIONS AND MARKETING DIRECTOR

The Communications Director:

1. Is responsible for the publication of four WACUBO Newsletters per year. The first issue is distributed within ten weeks following the Annual Meeting and sets forth the objectives for the new year.

Subsequent issues include articles of interest to the membership, promotions for the annual meeting, announcements of Professional Development Committee activities, and articles about new trends or activities of interest to business officers. Articles may also include changes in positions of members, retirements and other activities of members.

Newsletter Publication Dates:

<u>Quarter Due</u>	<u>Submission Deadline</u>	<u>Distribution Date</u>
First Quarter	First week of June	First Week of July
Second Quarter	First week of September	First Week of October
Third Quarter	First Week of December	First Week of January
Fourth Quarter	First Week of March	First Week of April

2. Is responsible for membership contact throughout the region to enhance the flow of member accomplishments and institutional activities of general membership interest. The Newsletter and the WACUBO web page are the official medias for reporting pertinent Board actions, information relating to workshops and institutes, and information relating to the Annual Meeting. Coordinates with committee chairs to ensure promotion of projects and events are covered in publications and on the Web site.
3. Oversees WACUBO's Web site, and has primary responsibility for managing and updating the WACUBO web page.
4. Is responsible for Web site guidelines, including:
 - a. Designing home page and next level pages based on a single Web site;
 - b. Updating content for the home and subsequent linked pages;
 - c. Coordinating content with Board and committee chairs;
 - d. Identifying budget impacts and informing the Treasurer and President;
 - e. Providing technical interfaces, with assistance from NACUBO;
 - f. Providing content which is accessible only by WACUBO members;
5. Arranges for design of WACUBO letterhead to be distributed to the Board of Directors in either electronic or printed media, as required.
6. Coordinates and delegates the layout of all WACUBO printed materials for consistency in design and quality, including:
 - a. The use of graphics depicting organization seal;
 - b. Convertibility to Web-based formats;
 - c. Organization voice and editorial standards.

Because of the continuing workload, the budget for this office will provide for an appropriate honorarium.

7. The Assistant Communications and Marketing Director works with the Director in the preparation and distribution of printed and electronic communications, prepares and updates Web content, participates in communication and marketing efforts, and otherwise prepares for the assumption of full duties of the Director. Following one year of service, the Assistant Communications and Marketing Director assumes the full directorship, and the former director participates in the assistant role for the duration of one year. A new assistant will be determined at the end of that year, and the cycle will be repeated.

WACUBO COMMITTEES

EXECUTIVE COMMITTEE

The Executive Committee of WACUBO consists of the President, First Vice President, Second Vice President, Secretary, Treasurer and the immediate Past President and can take action on behalf of the Board.

NOMINATING COMMITTEE

The Nominating Committee consists of the two (2) immediate past Presidents, President, and First Vice President, with the senior immediate past president serving as Chair. This committee proposes a slate of nominees (exclusive of the President and First Vice President) to the Board of Directors. This slate is voted on at the WACUBO annual meeting.

1. The Nominating Committee is responsible for the following nominations:

- Second Vice President
- Members-at-large (3)
- Assistant Communications Director*
- Assistant Secretary*
- Assistant Treasurer*

*The Assistant Positions (Communications, Secretary, and Treasurer) will move into the full position the following year.

2. The Second Vice President becomes the First Vice President one year and ascends to the presidency the following year.
3. The Nominating Committee finishes its work by, or as soon as possible following, the January/February Board meeting.
4. The Nominating Committee contacts nominees to determine their willingness to serve. Those that are agreeable have their names brought to the Board. The slate of nominees is brought to the membership at the Annual Meeting by the Chair, who asks for any additional nominations from the floor before a vote is taken.

AUDIT COMMITTEE

The Audit Committee is responsible for auditing the accounting records of the Association and reporting its findings and recommendations to the Board of Directors.

The Committee is comprised of a Chairman and two members, each serving an alternating three-year term. The President of the Association appoints the Chairman and two members of the Committee. Each member ascends to chair in the order of his/her appointment to the committee.

1. Each member is responsible for auditing a particular set of financial records maintained for WACUBO for each fiscal year ending December 31, as follows:

- The Chairman audits the Treasurer's records and Annual meeting records

- The second member audits the Executive Leadership and Management Institute's records.
 - The third member audits the Business Management Institute's records.
2. Each audit is completed by February 28th, and the financial statements, audit report and all work papers are forwarded to the Chairman by March 15th.
 3. The Chairman reviews each financial statement, audit report and work papers for accuracy, completion and content. He/She reviews the consolidated financial statements forwarded to them by the Treasurer.
 4. The Audit Report is attached to the Treasurer's Financial Statements for presentation to the Board of Directors and general membership at the annual meeting.
 5. The report is presented to the President and then distributed to the Board of Directors to be reviewed and discussed 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.

PROFESSIONAL DEVELOPMENT COMMITTEE

The purpose of the Professional Development committee is to provide a variety of professional development opportunities to meet the needs of campus administrators in higher education. Professional development programs are designed to identify and respond to the professional and continuing education needs of WACUBO members through new and/or revised programs. WACUBO professional development goals are accomplished in a variety of ways including leadership and management institutes, cluster site programs and the distribution of educational materials. The Professional Development committee consists of not less than ten members. Three members of the Professional Development Committee are the chairs from the Community College Committee, Small Institutions Committee and Comprehensive/Doctoral/Research Committee. Committee members, with the exceptions of the constituency committees' chairs, serve staggered three-year terms.

1. Through the cluster site program, design and deliver a series of professional development workshops to meet the needs of entry-level to senior-level administrators on a variety of financial and administrative topics.
2. Solicit papers from WACUBO members and select an appropriate number for presentation at the annual meeting. Recommend papers for publication in the NACUBO Business Officer.
3. Plan and organize the dissemination of educational materials to WACUBO members including the Annual Report Exchange at the annual meeting and contributions to the WACUBO Newsletter.
4. Assess members' professional development needs in order to continually improve workshops and other forms of professional development delivery.

5. Through the committee chair's membership on the Institutes Oversight Committee, contribute to the planning, evaluation, management and improvement of the Business Management Institute and the Executive Leadership and Management Institute.
6. Through the committee chair's membership on the WACUBO Program Committee, participate in the planning of the program for the WACUBO annual meeting.
7. Through the committee chair's membership on the ACUBO Innovation Council, represent/present WACUBO's interests/projects for consideration by the ACUBO Innovation Project. Assure that the finished products generated from the ACUBO Innovation Project are useful and implemented within WACUBO's operations (as it relates to professional development products/services).
8. Contribute to the planning and evaluation of NACUBO professional development activities and share with the WACUBO leadership ideas from NACUBO and the other regional organizations on the design and delivery of professional development activities.

SMALL INSTITUTIONS COMMITTEE

The Small Institutions Committee consists of not less than six (6) members and is responsible for promoting the interests of small colleges and universities.

The WACUBO Small Institutions Committee (SIC) acts as a liaison between the small institutions' constituency and the WACUBO Board of Directors and other committees. SIC promotes the needs of the small institutions to all areas of WACUBO.

This includes providing 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 and participation in WACUBO events and leadership.

1. 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.
2. Support WACUBO professional development activities as they pertain to small institutions and encourage participation.
3. Increase membership and participation of small institutions business officers in WACUBO.

4. Identify and communicate with prospective WACUBO members.
5. 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.
6. Periodically conduct a Topic of Interest Survey to identify current and emerging small institutions issues.
7. Provide regular Small Institutions Committee articles/updates for publication in the WACUBO newsletter.
8. Strengthen the communication between the NACUBO/WACUBO Small Institutions Committees as well as with other regions.
9. Leverage ACUBO Innovation process to the benefit of WACUBO; i.e. benchmark with other regions.
10. Increase exposure of WACUBO Small Institutions Committee at other small institutions' organizational meetings (NICBOA, BAYBOG, PACCON, etc.)

COMMUNITY COLLEGE COMMITTEE

The Community College committee consists of not less than six (6) members and is responsible for promoting the interests of community colleges, junior colleges, and technical institutes.

The WACUBO Community College Committee acts as a liaison between the two-year colleges' 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.

1. Improve the effectiveness of the WACUBO Community College program at the annual meetings.
2. Support WACUBO professional development activities as they pertain to Community Colleges and encourage community college participation.
3. Increase membership and participation of Community College Officers in WACUBO activities.
4. Improve the participation of Community College Business Officers at the WACUBO annual meeting.

5. Identify and communicate with prospective WACUBO members.
6. Periodically conduct a Topic of Interest survey to identify current and emerging community college issues.
7. Strengthen the communication between the NACUBO/WACUBO Community College Committees.
8. Leverage ACUBO Innovation process to the benefit of WACUBO; i.e. benchmark with other regions.

COMPREHENSIVE/DOCTORAL/RESEARCH INSTITUTIONS COMMITTEE (CDRIC)

The Comprehensive/Doctoral/Research Institutions Committee (CDRIC) consists of not less than six (6) members, each with three-year appointments, staggered so that at least two new members are appointed each year.

1. CDRIC is responsible for promoting the interests of their constituents to the Board and other committees. This includes providing 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 and participation in WACUBO events and leadership.
2. Improve the effectiveness of CDRIC programs at the annual meetings by providing opportunities for the business officers of larger institutions to share ideas and common problems.
3. Support WACUBO professional development activities as they pertain to larger institutions and encourage participation.
4. Increase membership and participation of larger institutions business officers in WACUBO.
5. Identify and communicate with prospective WACUBO members.
6. Strengthen the participation of larger institution business officers at the WACUBO annual meeting by conducting various events designed around the needs of the larger institution business officers.
7. Periodically conduct a Topic of Interest Survey to identify current and emerging issues.
8. Provide regular CDRIC articles/updates for publication in the WACUBO newsletter.
9. Strengthen the communication between the NACUBO/WACUBO CDRIC as well as with other regions.
10. Leverage ACUBO Innovation process to the benefit of WACUBO; i.e. benchmark with other regions.

11. Increase exposure of WACUBO Comprehensive/Doctoral/Research Institutions.

HOST COMMITTEE FOR ANNUAL MEETING

The Host committee consists of the chair, the chair of the Program committee, the chair of the next following annual meeting Host committee, and a minimum of five additional members. The committee is responsible, under the direction of the President, for the site arrangements and appropriate host activities for the next annual meeting. The chair of the Information Exchange Program serves as a member of the committee.

1. 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.
2. Prepare and submit articles regarding Annual Meeting activities for publication in the WACUBO newsletter and NACUBO publications.
3. 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.
4. Control revenues and expenditures in conformance with the approved committee budget.
5. 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.
6. Arrange for and coordinate all services to be provided by the staff of the host hotel.
8. Coordinate and support requirements of Program Committee.
9. Coordinate and support requirements of Information Exchange Program.
10. Preside over the Spouses/Sponsors function and provides a speaker of general interest or entertainment for the members and spouses in attendance.
11. Assist in conducting audit on accounts of prior year Host Committee.
12. Assemble and submit all final reports to the President or his/her designee.

INFORMATION EXCHANGE PROGRAM

The Information Exchange committee consists of up to three appointed members who are responsible for the solicitation and management of the vendor-sponsored participation at each annual meeting

The primary purpose of the Information Exchange Program (IEP) of WACUBO is to coordinate

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.

1. The Chair(s) of the Information Exchange Program establishes IEP sponsorship goals annually to support the annual meeting and other professional development programs as required.
2. The Chair(s) of the Information Exchange Program 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.
3. The Chair(s) of the Information Exchange Program participates as a member of the annual meeting host committee.
4. The Chair(s) of the Information Exchange Program works closely with the program committee in support of sponsorships for the speakers for the annual meeting program.
9. The Chair(s) of the Information Exchange Program completes all the necessary tasks associated with fund raising for the WACUBO organization.
10. The Chair(s) of the Information Exchange Program 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 Partner's Luncheon.
11. The Chair(s) of the Information Exchange Committee advises the First Vice President of prospective Subscriber members.
12. The Chair(s) of the Information Exchange Program 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.
13. The Chair(s) of the Information Exchange Program participates in Board of Directors' meetings and provides a status report of the IEP activities at each meeting.
14. Because of continuing workload, the budget for the office will provide an appropriate honorarium.

PROGRAM COMMITTEE

The Program Committee consists of the Second Vice President (chair), the Chair of the Professional Development Committee, and a minimum of three other members who are responsible, under the direction of the Board of Directors, for the development, arrangement, and delivery of the next annual meeting program.

1. The Committee recommends the theme of the annual meeting to the Board for

approval.

2. The Committee Chair, in consultation with the Chair of the Host Committee, develops a budget for approval by the Board.
3. The Committee identifies the speakers for the annual meeting and makes recommendations to the Host Committee on program format.
4. The Committee works closely with the Host Committee and Information Exchange Program to facilitate speaker arrangements and sponsorships, respectively.
5. 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.
6. 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.

SITE SELECTION COMMITTEE

The Site Selection committee consists of the immediate past President (chair), President, First Vice President, and the Chair of the Information Exchange committee, and is responsible for recommending to the Board the site for future annual meetings. The President may, from time to time, recommend to the Board an alternative method for site selection.

The Site Selection Committee identifies and proposes a site or sites for one or more annual meetings as directed by the Board of Directors.

1. The Site Selection Committee identifies, reviews and determines facility and other requirements for the annual meeting.
2. The Site Selection Committee identifies potential sites for the annual meeting and initiates contact with those sites to determine interest.
3. The Site Selection Committee visits appropriate sites to identify one or more suitable locations for an annual meeting and to determine whether or not the site or sites offer the appropriate facilities and amenities for an annual meeting.
4. The Committee selects one or more sites for recommendation to the Board of Directors and presents its recommendation(s) to the Board of Directors at its January or May meeting for presentation to the WACUBO membership at the annual meeting.
5. Negotiates and signs contracts on behalf of the Board.
6. The Committee has sites selected for eight years in advance.

INSTITUTE OVERSIGHT COMMITTEE

The Institutes committee consists of not less than five (5) members which includes the two (2) immediate past presidents of WACUBO, the chair of the Professional Development committee, and the Directors of the Business Management Institute and Executive Leadership and Management Institute. The immediate past president will serve as chair. The purpose of the Institutes Committee is to provide guidance and oversight for the management of WACUBO's two professional development institutes.

1. The Committee provides oversight of both the Executive Leadership and Management Institute at Stanford and the Business Management Institute at Santa Barbara. In this capacity, the Committee acts as both a resource for the institutes' directors and as evaluators for the programs.
2. The Committee reviews and evaluates the roles of the institutes and their effectiveness within the overall mission of WACUBO and NACUBO professional development programs.
3. The Committee makes recommendations to the WACUBO Board of Directors concerning:
 - a. Institute budgets, including rates and sponsorships;
 - b. Site changes;
 - c. Director appointments;
 - d. Honorarium; and
 - e. Any items connected to the institutes that require a change in Board policy.

REPRESENTATIVES TO NATIONAL ASSOCIATION

The WACUBO president serves as a representative to NACUBO during his/her presidency and for a two-year period thereafter, beginning with the NACUBO annual meeting immediately following assumption of the WACUBO presidency and concluding at the close of the appropriate NACUBO annual meeting.

Representatives to the National Association act as members of the Board of Directors of NACUBO to provide policy direction and priorities for the national association, and serve, upon appointment to one or more NACUBO committees, in carrying forward the work of the national association. As members of the Board of Directors of NACUBO, they provide policy direction for WACUBO and act as a channel of communication and liaison between the national and regional associations.

1. The national representatives serve as an active member of the Board of Directors of NACUBO. In this role he/she participates in establishing the goals and objectives of the NACUBO Board as well as exercising his/her fiduciary responsibilities as a Board Member.
2. He/she participates in the election of officers of NACUBO and monitors the progress of the association in meeting its objectives.

3. The national representatives vigorously represent WACUBO at the national level. He/she presents appropriate regional issues and takes positions on issues considered at the national level which represent those of WACUBO.
4. The national representatives report to the Board of Directors issues considered and actions taken by the NACUBO Board.
5. The national representatives assist the Board of Directors in taking steps to identify, propose and recruit qualified WACUBO members for appointment to NACUBO committees.
7. The national representatives participate actively in committee work.
8. The national representatives assist in establishing the goals and objectives of NACUBO as well as other appropriate functions of the NACUBO Board, including its fiduciary responsibilities, implementing its purposes and programs and monitoring its progress in achieving its objectives.
9. The immediate past president serves on the ACUBO Steering Committee.

WACUBO POLICIES

Travel Expense Policy (Revised January 1, 2001)

Purpose

WACUBO Board and Committee Members are entitled to travel expense reimbursement when conducting WACUBO business. However, when WACUBO business is conducted at any one of the ACUBO annual meetings, the presumption is that the member's home institution will bear those costs. In such circumstances, WACUBO will reimburse only for an extra night's lodging if so required. The President may authorize an exception to this or any other travel expense reimbursement policies.

Exceptions related to the President:

When the President (or his or her designee) attends any of the regional ACUBO annual meetings, WACUBO will reimburse the travel expenses of the President as well as the President's spouse or significant other.

The President is also entitled to attend and participate in the two Institutes sponsored by WACUBO. The Treasurer will reimburse the Institute for the cost of the registration fee.

Lastly, the President is often expected to purchase gifts and mementos for the other regional presidents during his or her term of office.

General

All travel expense shall be reimbursed based on the most economical mode of transportation and the most usually traveled route consistent with the authorized purpose of the trip. The appropriate Committee Chair or the President of WACUBO must approve any exception. Requests for reimbursement should be documented on a WACUBO expense report available at www.wacubo.org in a zipped Excel file and the appropriate documentation attached. The general policy and practices are described below and are available on the WACUBO web site.

Transportation:

- **Airline tickets:** WACUBO members are expected to fly in coach class. If an original ticket receipt exists (back coupon in airline ticket booklet), it should be submitted with traveler's expense report. Include your itinerary that shows payment to agency or method of payment. If a third party (your institution) paid for traveler's tickets, please complete a separate expense report for each party seeking reimbursement.
- **Ground Transportation:** Again, utilize the most economical mode of transportation. The use of public transportation is expected. Car rentals should be approved in advance by the appropriate Committee Chair or WACUBO President. Multiple travelers sharing a rental car may be more economical than public transportation. Original receipts are required to document ground travel if over \$25.00. If multiple travelers share a taxi or rental car, please list their names on the expense reimbursement request.
- **Private Car Mileage:** To and from destination (i.e., airport, local meeting site). Mileage will be reimbursed at the current federally approved rate.

Lodging:

WACUBO will cover the cost of lodging based on actual expenses incurred. The original hotel receipt is required that shows traveler's name as the guest, itemized list of charges by date, payment made by traveler and a balance of zero. If payment made by traveler does not appear on receipt (showing bill is unpaid), traveler should submit proof of payment.

Other:

Other reasonable travel expenses may be reimbursed if they are necessary. These expenses should be listed separately on the Travel Expense Report. Reasonable expenses include a telephone call home, (but not computer access charges to log into e-mail) and baggage services. Tips should be included with the services to which they pertain.

Per Diem:

WACUBO will reimburse actual expenses up to \$37 per day for meals and incidentals if you cannot find your receipts. Meal expense must be reasonable. If you personally pay for a group of diners, please list the attendees on the bill or expense reimbursement form.

Examples of expenses that WACUBO will not reimburse are:

- Limousines.
- Entertainment for the traveler or others.
- Laundry.
- In-room movies.
- Personal items (i.e., shampoo, shaving cream, toothpaste, or in-room mini bar).
- Personal phone calls. **Exception:** When traveling on WACUBO business, an occasional, short call home will be reimbursed if requested.
- Gifts. **Exception:** The President will be reimbursed for gifts to the prior president, members of the Annual Meeting Host Committee and other such gifts of recognition.
- Spouse travel. **Exception:** While the spouse or significant other is welcome to travel to conferences and meetings at their own expense, they are generally invited to group meals. Please discuss with the President or committee chair to identify those events that are appropriate for spouses or significant others to attend.

REIMBURSEMENT PROCESS:

1. Fill out **WACUBO EXPENSE REIMBURSEMENT FORM**.
2. Attach all **original** receipts.
3. Have your Committee Chair or the WACUBO President **sign off** on the expense reimbursement form. His/her signature affirms that your travel was related to WACUBO business, the total amount is reasonable and any unusual items are approved (i.e., rental cars, meal reimbursements for a large group, etc.). If a signature is not obtained, the Treasurer will email a request for approval to the appropriate person.

4. Submit to the WACUBO Treasurer, - address available at the WACUBO website www.wacubo.org and on the bottom of the travel expense claim form. Any questions on payment status should be referred to the WACUBO Treasurer.

WORKSHOP FEES

The following guidelines are related to the payment of WACUBO registration, spousal, and special event fees:

1. Annual Meeting - All attendees at the WACUBO annual meeting are required to pay the current full registration and spousal fees, except the following:
 - a. Program participants who are not members of WACUBO.
 - b. Presidents (and their guest) of national and regional associations; including NACUBO, WACUBO, EACUBO, SACUBO, and CACUBO.
 - c. Retired past presidents of WACUBO.
 - d. Other representatives of selected organizations as approved by the WACUBO President or his designee.
 - e. As appropriate, the WACUBO President or his designee may waive the payment of special event fees for individuals listed in a. through d. above.
2. Executive Leadership and Management Institute (Stanford) - All attendees at the WACUBO sponsored Executive Leadership and Management Institute are required to pay the current full registration fee, except:
 - a. WACUBO President and Chairperson of Professional Development Committee.
3. Business Management Institute (Santa Barbara) - All attendees at the WACUBO sponsored Business Management Institute are required to pay the current full registration fee, except:
 - a. WACUBO President and Chairperson of Professional Development Committee.
4. Regional Workshops - All attendees at WACUBO sponsored Regional Workshops are required to pay the current full registration fee, except:
 - a. WACUBO President and Chairperson of Professional Development Committee.
 - b. PDC Workshop Sponsors, who are working directly with that specific event.
 - c. The Professional Development Committee should establish fee proposals upon the year's program schedule and obtain approval from the Board of Directors. While individual workshops may not breakeven, it is expected that overall the entire workshop schedule will generate net positive bottom line.

Honoraria and Reimbursable Expenses Policy

(Revised July 1, 2002)

Background:

The 2001 Audit Report caused the Board to question whether payments and associated levels of presentation responsibility were generally consistent across the WACUBO organization. This policy includes the membership, the Board of Directors, the Annual Meeting, the Executive Leadership & Management Institute (ELMI), the Business Management Institute (BMI), and Professional Development (PD) workshops.

Definitions:

Member – A member, as used in this policy, is an employee of an AUCOB member college or university.

Accounting Policy:

A member or non-member speaker may be paid a fee based on the speaker's standard fee or a negotiated amount as authorized by the ACUBO committee chair sponsoring the program.

The WACUBO Treasurer is responsible for procedures to collect payment information, including social security numbers. 1099's will be prepared in accordance with IRS guidelines in January based on the accumulated honorarium payment amount, by individual.

All travel expenses will be reimbursed according to the guidelines of the WACUBO Travel Policy.

Classifications:

1. **The Board of Directors:** Honoraria are paid to Board members based on their responsibilities and the time required to perform the responsibilities. Stipends are currently paid to the Treasurer, the IEP Coordinator(s), and the Communications Director/Webmaster.
2. **Annual Meeting:** An ACUBO member or non-member speaker may be paid a fee based on the speaker's standard fee or a negotiated amount. Both a member speaker and a non-member speaker will be reimbursed for lodging, meals, coach airfare, and ground transportation between hotel/airport and gratuities. Approval of expenses will be the Program Committee Chair's responsibility. Member speakers are responsible for their registration fee to the Annual Meeting.
3. **Executive Leadership and Management Institute:** The Director shall be paid at the discretion of the Board of Directors via the annual program report, review and budget submission and approval. Speakers: An ACUBO member or non-member speaker may be paid a fee based on the speaker's standard fee or a negotiated amount as authorized by the ELMI Director. Both a member speaker and a non-member speaker may be reimbursed for lodging, meals, coach airfare, and ground transportation between hotel/airport and gratuities with appropriate receipts in accord with WACUBO policies.

4. **Business Management Institute:** The Director shall be paid at the discretion of the Board of Directors via the annual program report, review, and budget submission and approval. In addition, a Coordinator for Years 3, 4 and Continuous Learning is a paid ACUBO member who coordinates with speakers and coordinates the schedule with the Director. Case Study Facilitator – is a paid ACUBO member who revises, edits and locates case studies used in Yr. 3 to assist attendees in applying the information and principles learned in years one and two. Speaker – An ACUBO member or non-member speaker may be paid a fee based on the speaker's standard fee or a negotiated amount as authorized by the BMI Director. Both a member speaker and a non-member speaker will be reimbursed for lodging, meals, coach airfare, and ground transportation between hotel/airport and gratuities with appropriate receipts and in accord with WACUBO policies.

5. **PD Workshops** – Site Coordinators are volunteers responsible for the program establishment, administration, and delivery by contracted speakers, either ACUBO or non-ACUBO associated. All direct expenditures for the programs will be fully reimbursed upon submission, with appropriate receipts, to the Treasurer for processing after approval by the PD Chair. Speakers – An ACUBO or non-ACUBO member speaker may be paid a fee based on the speaker's standard fee or a negotiated amount, as authorized by the PD Chair. Both a member speaker and a non-member speaker will be reimbursed for lodging, meals, coach airfare, and ground transportation between hotel/airport and gratuities, with submission of appropriate receipts, in accord with WACUBO policy and as approved by the PD Chair.

WACUBO Reserve and Investment Policy

(Revised January 31, 2003)

Purpose:

The Association intends to create and maintain a financial reserve in order to protect itself from potential financial losses. The purpose of the reserve is to cover worst-case losses from its annual activity, which is focused primarily on the professional development of its members.

Reserve Policy:

From an analysis of current and historical activity, it has been determined that WACUBO's worst-case annual loss would be in the magnitude of \$400,000. That amount was derived by estimating potential losses from the annual meeting, ELMI, and BMI. Given the nature of our professional development seminars, we do not believe there is significant risk of loss in any given year. Therefore, we believe it prudent to maintain a reserve of approximately 50% of total annual expenses.

Investment Philosophy:

Given that the purpose of the reserve is to cover potential operation losses, the investment philosophy is geared towards that purpose. WACUBO is not a foundation or an endowment, and thus does not have the same investment time horizon as those types of organizations. Because of this fact, the investment guidelines are more conservative than otherwise would be the case. The asset allocation of our investments will be as follows:

Asset Range Target

S&P Index 40%-50% 45%

NASDAQ Index 10%-20% 15%

Fixed Income 35%-45% 40%

Spending Policy:

The market value of the reserve will be determined on June 30 of each year. At that point, 5% of the preceding three years' average market value will be calculated and that amount may be used in the next fiscal year's operating budget. If, after that calculation is made and the spending policy allocation is made to the annual budget, the market value of the reserve is more than 50% of total budgeted annual expenses, the Board may, at their discretion, allocate that excess amount to a one-time special project or one-time expenses. Such excess amount should not be used for regular operation purposes.

Review:

The Board will review this policy on a regular basis, but not less than every two years.