

The National Association of Community Development Extension  
Professionals

Policies and Procedures Handbook

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**NACDEP POLICIES AND PROCEDURES HANDBOOK  
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## **SECTION A – Purpose and Modification of the NACDEP Policies and Procedures Handbook**

This policy handbook serves as the record of the operational policies and procedures of the National Association of Community Development Extension Professionals (NACDEP) as established by its Executive Committee. The NACDEP Policies Handbook will be available to all members via the NACDEP website. The Handbook is intended to provide detailed information for day-to-day operations of the organization. Content of the handbook must be consistent with current bylaws of the NACDEP.

## **SECTION B – Procedures for Policy Change and Handbook Modification**

The NACDEP Policies and Procedures Handbook may be changed at any time by a majority vote of the Executive Committee. The Secretary is responsible for recording changes to this handbook, updating it, and ensuring that the most current edition is posted on the NACDEP website. The Secretary is also responsible for conducting an annual review of Executive minutes and bringing forth any conflicts or needed changes in this handbook at the meeting of the Executive Committee preceding the changeover of the Board of Directors.

## **SECTION C – Responsibilities of Officers**

### **1. Executive Committee**

The Executive Committee will serve as the governing board of NACDEP and have the ultimate fiduciary responsibility for the organization. The Executive Committee will meet monthly. Two of these meetings will be in person – once as part of the annual conference and again approximately mid-point between conferences at the Board Retreat. The remaining 10 meetings will be held via conference call. Robert's Rules pertaining to voting and quorums will apply to both conference calls and face-to-face meetings. Modified rules are adopted for conference calls. In cases where Executive Committee action is needed prior to a regular scheduled meeting, the President will call for a vote of the Executive Committee via e-mail.

With the consensus of the Executive Committee, the chairs of standing and special committees may be invited as non-voting members of the Executive Committee. In addition, non-voting liaisons of the four Regional Rural Development Centers and the National Program Leader at NIFA (National Institute for Food and Agriculture) for Rural and Community Development are invited to participate in the NACDEP Executive Committee meetings as well as the Program Leaders at NIFA for Rural and Community Development.

Items for inclusion in the final agenda emailing are due four business days in advance of the board meeting. These items include committee reports, regional rep. reports, board minutes, financial reports, and other supplementary documents. Management firm assembles and distributes the documents in

teamwork with the president.

Executive Committee members may request reimbursement from NACDEP for expenses related to travel to Executive Committee meetings. Only requests from Executive Committee members employed by universities or Extension systems forbidding reimbursement for expenses related to NACDEP activities will be eligible.

## **2. President**

In addition to the duties specified in the NACDEP bylaws, the President is responsible for setting agendas for Executive Committee meetings and distributing agendas to Executive Committee members at least 24 hours in advance. In the role of presiding chair at Executive Committee meetings, as a matter of procedure, the President will not vote on motions unless 1) the President's vote is needed to establish a quorum, or 2) there exists a tie vote to motion among the members present.

The President will appoint or reappoint the chairs of all committees in accordance with the bylaws within 60 days of taking office. The Committee Chairs, in consultation with president, shall appoint all committee members. The President will be responsible for hosting an orientation of all chairs annually via face-to-face or by conference call. With the exception of the Nominating Committee and the Annual Conference Planning Committee, the President is responsible for the appointment of NACDEP standing committee chairs annually unless stipulated by the NACDEP bylaws.

The list of both standing and select committee appointments will be vetted with the Executive Committee within 45 days following the change of offices. These appointments will be made within 60 days of taking office.

The President, in conjunction with the site selection committee, is responsible for the Annual Conference site determination process for the conference occurring in the year that they rotate off the Board as Past President.

The President will serve as the spokesperson representing NACDEP. Members and officers of NACDEP will not represent NACDEP without review and consent of the President and/or President Elect. NACDEP representation includes but is not limited to speeches, exhibits, marketing materials, media appearances, and news releases.

The President is the chief liaison for and with the management firm. The President will serve on the Joint Council of Extension Professionals (JCEP) as a representative of NACDEP.

### **Schedule (assumes a June NACDEP Conference)**

- |      |   |
|------|---|
| June | Attend the Annual Conference, lead the Pre-Conference Board Meeting, and attend Post-Conference Board Meeting. The Pres Elect will become President during the Business Meeting and will lead the Post Board Meeting. |
| June | Attend the Annual National Program Leader Meeting at the annual conference representing NACDEP.   |
| June | Sign Conflict of Interest Form  |
| June | Review and sign BEO's for Conference Hotel.   |
| June | Add to June newsletter looking for PILD Rep.  |

June-June	Submit President's column for quarterly newsletter. Review newsletter and provide editing input to Editor along with Publisher.
June-June	Serve as the liaison and attend meetings for the conference planning year after next.
June-Feb	Continue (from President Elect year) serving on JCEP Leadership Conference planning committee.
June-June	Participate in monthly JCEP board meeting video conferences.
June-June	Review and accept (or reject) Regional Chapter applications that are provided by Regional Rep and reviewed with the board for approval. Send notice to Chapter representative of approval. Have Association Manager add new chapters to website list.
June	Notify Association to add new board members to secure member clicks site.
June	Notify Association to add names/photos of board to website
June	Notify JCEP of new President Elect
June-June	Write President Column for NACDEP Newsletter
July – June	Develop and distribute agendas for Board Meetings at least 24 hours in advance.
July – June	Preside at all Board Committee and General Membership meetings (at annual conference in partnership with President Elect).
July	Coordinate with committee liaisons to conduct committee chair orientation.
July	Identify and appoint PILD Junior representative.
July	The list of both Standing and Select committee appointments will be vetted with the Executive Committee within 45 days following the change of offices. These appointments will be made within 60 days of taking office.
July-Sept	Develop the Board Retreat Agenda and coordinate logistics with Association Management. Sign BEOs for Board Retreat.
Aug-Sept	Work with President Elect and Past President to determine site selection process for conference to be held just under three years from now.
October	Issue call for conference site applications (conference to be held just under three years from now) - two month application period.
September	Lead the Board Retreat at the conference location for following year.
November	Review Contract Agreement with Management Firm and ensure everything is going smoothly.
Dec-Jan	Work with Association Manager to send announcement of officer election results.
February	Attend JCEP winter board meeting held in conjunction with JCEP Leadership Conference. Begin serving on JCEP Marketing Committee.
April	Notify conference host committee chair of conference selection (conference to be held just under three years from now) and ask he/she to prepare for presentation and/or exhibit for upcoming June conference,
June	Attend the Annual Conference and Pre- and Post-Conference Board Meeting. Lead Pre-Conference Board meeting.
June	Attend JCEP summer board meeting held in location determined by JCEP.

June Destroy NACDEP credit card.

Every three years it is time to re-fill the JCEP Liaison position to the Budget and Legislative Committee of the Extension Committee on Organization and Policy (ECOP). The position is a 3-year term. The applicant must be a Past President of a JCEP member association, have served on the National JCEP Board of Directors, and have a current Extension appointment in some capacity. Requirements for application are listed on the attached application form. A signature by the applicant's State Extension Director is required.

The JCEP Liaison to ECOP's Budget and Legislative Committee participates in ECOP Committee and JCEP Board meetings to keep open communication between the groups and identify opportunities for collaboration and synergy. If this is something that interests you, I would encourage you to apply. Applications are due by August 15, 2016.

JOE Editorial Board Appointment from NACDEP – Appointed to three-year term. Current appointee's term ends in 2016.

### **3. President-Elect**

With the consultation and approval of the President and Executive Committee, the President-Elect will form an Annual Conference Planning Committee for the express purpose of planning and holding the NACDEP annual conference. The President-Elect will be co-chair of the Annual Conference Planning Committee and be responsible for scheduling the Annual Conference, working with the Annual Conference Planning Committee to develop the Annual Conference Meeting program, and announcing conference details to the membership.

In addition to the duties specified in the NACDEP bylaws, the President-Elect is responsible for providing monthly updates to the Executive Committee on annual conference planning. As part of the reporting, the President-Elect will consult with the Annual Conference Planning Committee and the current management firm under contract with NACDEP to provide an initial conference budget to the Executive Committee for approval by November 1st in the year preceding the annual conference in question.

The President-Elect will serve on JCEP as a representative of NACDEP.

#### **Schedule (assumes at June NACDEP Conference)**

- |           |  |
|-----------|--|
| June      | Attend the Annual Conference and Post-Conference board meeting.  |
| June      | Provide personal information to bank and signed credit card policy acknowledgement to Treasurer and Association Manager to obtain association credit card.   |
| June      | Sign Conflict of Interest Form   |
| June      | Along with the Host State, form an Annual Conference Planning Committee and co-chair this committee with the local host State. Depending on where the host conference committee is in conference planning, and if willing to do so, the President Elect may want to begin this process immediately after being elected in January rather waiting until he/she officially takes office. |
| June-June | Conduct monthly conference planning committee meetings in collaboration with co-chair from host state.   |



June-June	Attend monthly board meetings and provide updates on the annual conference planning and JCEP.
June-June	Serve as backup for Newsletter and provide editing input to Editor along with Publisher
July	Receive annual conference budget approval from the Board of Directors
June	Participate in monthly JCEP board meeting video conferences.
Aug-Sept	Work with President and Past President to determine site selection process for conference to be held just under three years from now.
Jan-Feb	Reach out to incoming Board members to select dates for fall retreat (preferable September). Send announcement of dates to all Board members to hold date. Begin working with Association Manager to secure meeting location.
February	Attend JCEP winter board meeting held in conjunction with JCEP Leadership Conference.
Feb-June	Serve on next year's JCEP Leadership Conference planning committee. Possibility of being asked to serve on additional JCEP committees.
April	Send email (copy President) to Committee Chairs to assess their interest in remaining in their leadership role.
May	Work with President to develop draft agenda for Annual Meeting and Post-Conference Board meeting. Present to Board for review and comment at board meeting.
June	Attend the Annual Conference and Pre- and Post-Conference board meetings. The Pres Elect will become President at end of Business Meeting and will lead the Post-Conference/Orientation Board Meeting (include selection of committee liaisons).
June	Attend JCEP summer board meeting held in location determined by JCEP President. At start of meeting, identify roles of interest on JCEP Board. Publicly share this information with full board. At end of meeting, submit formal self-nomination form for top 3 choices of leadership in order of preference. Voting will occur electronically in July. See JCEP Policies & Procedures for more detail.

#### **4. Past President**

In addition to the duties specified in the NACDEP bylaws, the Past President is charged with organizing a Nominating Committee for the purposes of developing a slate of candidates for elected NACDEP offices. A best practice would be to include all of the regional representatives on the committee. Unless directed by the Executive Committee, the Past President will organize a Nominating Committee by October 1st and have a slate of candidates to present to the Secretary for the creation and distribution of a ballot prior to November 15th.

The Past President will also participate with the annual review of this handbook and meeting minutes in consultation with the Secretary.

The Past President will serve as Chair of the Committee on Resolutions and Policy.

The Past President will serve as mentor to the President Elect, including but not limited to assisting in conference planning.

The Past President will serve on JCEP as a representative of NACDEP.

### **Schedule (assumes a June NACDEP Conference)**

June	Attend the Annual Conference and Pre-Conference Board Meeting.
June	Bring Conflict of Interest Forms to post-conference board meeting for all board members and association management firm personnel to sign  Sign Conflict of Interest Form
June-June	Mentor President Elect as appropriate.
June-June	Participate in monthly JCEP board meeting video conferences.
July	Serve on conference committee (for conference 2 years from now) until President Elect is selected.
Jul-Dec	Attend at least two other JCEP member association conferences on behalf of JCEP Marketing Committee. This involves manning an exhibit table, presenting the JCEP award, and presenting clock to outgoing Past President of that association. Team will make arrangements for shipping materials from conference to conference.
Aug-Sept	Work with President Elect and President to determine site selection process for conference to be held just under three years from now.
September	Organize the nominations committee to include, at a minimum, all Regional Reps. Notify President of committee members. Issue call for nominations in September NACDEP newsletter.
Sept-Nov	Work with nominations committee to identify and solicit potential candidates. Work with Association Manager to determine eligibility of nominees. Confirm that nominees will accept the position if elected. Provide slate to Secretary and Association Manager one week prior to November 15.
Sept-June	Assume any JCEP officer or leadership positions as appropriate. Serve on JCEP Nominations Committee.
Dec-Apr	Oversee conference site selection process with Regional Representative, including engaging board members, following up with applicants as needed. Board needs to make final selection by April meeting.
Jan-Apr	Convene Resolutions and Policy Committee to review Bylaws or Policy and Procedures handbook.
February	Attend JCEP winter board meeting held in conjunction with JCEP Leadership Conference.
March	Issue call for proposed bylaws changes in March NACDEP newsletter. Schedule meeting of Resolutions and Policy Committee to discuss proposed changes to Bylaws received from membership.
April	Present proposed changes to Bylaws or Policy and Procedures handbook to board for consideration.
May	Send any proposed bylaws changes to membership at least 30 days prior to annual meeting.
June	Attend JCEP summer board meeting held in location determined by JCEP.

### **5. Secretary**

The NACDEP secretary position is a one-year term that begins at the Annual Meeting. The Secretary

participates in Executive and Board meetings as a voting member and is responsible for ensuring that accurate and sufficient documentation of decisions exists to meet legal requirements.

**Documents – The Secretary:**

- Records meeting minutes (executive committee, board, annual); as well as updates to the bylaws and the policies & procedures handbook.
  - Minutes should have the date, time, location of meeting; a list of those present and absent; and enough information to help absent directors and members understand what issues were discussed and what decisions were made.
- Ensures document accuracy
  - Email draft documents to board president for review
  - Post draft documents to <https://nacdep.memberclicks.net> for board member review
  - Review draft documents with board members at monthly meetings
  - Makes approved documents available
  - Work with management firm to post approved documents to <http://www.nacdep.net/document-library>

**Nominations – The Secretary:**

- Works with the Nominating Committee and the Management Firm to develop an electronic election ballot to be submitted to eligible members for voting as described in the Bylaws, Article IX and the Policies and Procedures Handbook. The Past President will have a slate of candidates to present to the Secretary for the creation and distribution of a ballot prior to November 15th.
- Continues to work with the Management Firm to tally and report on the election results.

**Policies & Procedures Handbook – The Secretary:**

- Chairs a meeting of the Resolutions and Policies Committee (President, Past-President, and Secretary) two months prior to officers changing positions to ensure that the NACDEP Policies and Procedures Handbook is current and consistent with all recorded passed resolutions of the Executive Committee during the course of the past year.
- Works with the committee to review existing policy statements, identifying any:
  - Inconsistencies with the Policies and Procedures Handbook
  - Inconsistencies between the Bylaws and the Policies and Procedures Handbook
- Presents inconsistencies to the Executive Committee.
- Works with the committee to present any new policy statements for consideration at the Annual Meeting.
- Works with the committee to notify members of the opportunity to propose amendments to the Bylaws at least 30 days prior to any proposed amendments being sent to members as specified in the Bylaws.

**Membership – The Secretary:**

- Works with the Management Firm to provide a complete list of paid NACDEP members to the Executive Committee one week prior to its March meeting.

**The Management Firm supports the Secretary by:**

- Posting and maintaining records.
- Managing the electronic ballot and board nomination process.
- Managing the member database, membership renewals, dropped members, and prospective members (ensures eligibility to vote).
- Preparing election and membership reports for the Board.

## Schedule

### May/June – Annual Meeting

- Transition to new secretary if applicable.
- Update Bylaws if any changes were amended during the Annual Meeting.
- Post approved annual meeting minutes from the prior year to the website.
- Sign Conflict of Interest Form
- Submit draft minutes of the Annual Business Meeting for posting on the website within two weeks of the date the meeting was held.

### June through May – Online Board Meetings (third Friday of the Month, noon eastern time)

- Record meeting minutes and provide a draft for review within two weeks of the date the meeting was held. The Secretary will submit meeting minutes for posting on the website within two weeks following approval of the minutes.
- Participate as a voting member.

### September – Board Retreat

- Record Meeting Minutes (Decisions).
- Participate as a voting member.

### September – Document Review & Purge

- Annually within 90 days of the end of each calendar year, NACDEP records will be reviewed and appropriate records purged – when action is completed it will be reported to the Executive Committee by Management Firm. The Secretary provides oversight of all non-financial documents.

### November – Board Officer Nominations

- Work in partnership with the Management Firm to certify the eligibility of nominees, and coordinate the election process

### Feb/March – Membership Reports

- Work with the Management Firm to provide a complete list of paid NACDEP members to the Executive Committee one week prior to its March meeting. This list will include the name, address and contact information, and the type of membership for each paid member. A second list will be prepared for the Executive Committee that contains the aforementioned information of past members who did not renew their membership.

### March/April – The Committee on Resolutions and Policy

- Meet once a year (two months before the Annual Meeting) to update Bylaws and Policies & Procedures Handbook.

### April/May – Prepare for changeover of the Board of Directors

- Conduct an annual review of meeting minutes and bring forth any conflicts or needed changes in the Policies and Procedures Handbook at the meeting of the Executive Committee preceding the changeover of the Board of Directors.

## **6. Treasurer**

The NACDEP treasurer position is a one-year term that begins at the Annual Meeting. The Treasurer participates in Executive and Board meetings as a voting member and is responsible for ensuring that accurate and sufficient monthly and annual financial reports are presented. Furthermore, the Treasurer authorizes all expenditures, insuring that expenditures are appropriate and within budget.

### **Documents – The Treasurer in conjunction with Management Firm**

- Annual Financial Report
- Annual Budget
- Annual Spot Audit
- Monthly financial reports
- Monthly bank statements
- Monthly credit card statements
- Periodic travel reimbursements documentation
- Routine expense documentation
- Other expense documentation
- Periodic formal, CPA audit

### **Finance Committee – The Treasurer:**

- Board liaison to committee
- Assist committee as needed as it conducts its annual informal audit
- Work with committee to build an annual budget proposal
  - Revenue projections
  - Expenditure projections

### **The Management Firm supports the Treasurer by:**

- Posting all transactions in Quickbooks and sharing Quickbooks access with Treasurer
- Submitting all payments to Treasurer for approval before payment is made
- Depositing all funds received
- Submitting monthly financial reports for review
- Submitting monthly credit card statements to Treasurer
- Timely answering all financial questions posed by the Treasurer
- Timely changing financial reports (if needed)
- Work with Treasurer to secure accountant for IRS filing and periodic CPA audit. (H&S Companies, CPA's & Business Consultants of Fremont, Michigan have served us well for several years.)

### **Schedule**

Every Month

1. Receive, review, and edit/confirm monthly financial reports from Management Firm
  - Balance Sheet
  - Income Statement
  - Bank Account Reconciliations
2. Download bank statements to help review #1
3. Log-in to the NACDEP Quickbooks as needed to help review #1

4. Monitor PayPal Account
5. Transfer funds between checking and money market account as needed to insure ample checking balance to pay obligations yet maximizing funds earning interest
6. Post and share the completed monthly financial reports one week before each Board meeting
7. Review credit card statements – Management Firm, President, President-Elect
8. Receive payment requests, review them, and authorize payment (if appropriate) through and by the Management Firm

#### May/June – Annual Meeting

- Transition to new treasurer if applicable. Upon taking office, have signatory forms processed and signed by President/Treasurer.
- Sign Conflict of Interest Form
- Prepare annual financial report for prior calendar year and share with Executive Committee

June through May – Online Board Meetings (third Friday of the Month, noon eastern time) with exception of the Board Meeting at the Board Retreat that will be face to face.

- Present monthly financial report.
- Participate as a voting member

#### September – Board Retreat

- Participate as a voting member
- Ask Board members (and committee chairs) to submit budgets for coming year – include in committee playbooks

#### September – Document Review & Purge

- Annually within 90 days of the end of each calendar year, NACDEP records will be reviewed and appropriate records purged – when action is completed it will be reported to the Executive Committee by Management Firm. The Treasurer provides oversight of all financial documents. Check retention policy – we’ve been keeping documents

#### October/November – Budget

- Work with Finance Committee, Board Members, Management Firm, and Committee Chairs to receive requests and prepare a budget proposal for the December Board Meeting.

#### March/April – IRS Filings

- Work with Management Firm to insure that Form 990, Return of Organization Exempt from Income Tax is timely filed with the U.S. Dept. of the Treasury.

#### Annually – Internal Audit

- Work with the Finance Committee to conduct the annual “spot audit”

#### Every third year – CPA Audit

- Work with Management Firm to initiate and get a complete, formal audit. Policies and Procedures call for a formal audit every third year, beginning in 2013.

It is expected that the Treasurer will know the organization’s financial policies, maintain an accurate and detailed account of all NACDEP funds, submit a monthly written report (such as emailed excel file) at all

regular meetings of the Association and of the Executive Committee and have financial records available in order to answer any questions promptly. The Treasurer will work with the Finance Committee in preparing an annual budget to be reviewed and adopted by the Executive Committee no later than January 1 of each year.

When relinquishing the office, the NACDEP Treasurer will ensure that all dues have been collected and forwarded to the NACDEP office. He or she will have all books prepared for the annual internal review or audit and submit or assist in the preparation of required tax forms, both state and federal, if required. In the transition, the sitting Treasurer will arrange for the transfer of all records, reports, and files (paper and electronic) to the new Treasurer. He or she will obtain signature cards from the bank so that the new Treasurer and other officers authorized to sign checks can transfer the accounts in a timely manner.

The incoming Treasurer will verify that the books have been or are in the process of being audited or reviewed before accepting them, and obtain and review the retiring treasurer's complete files and records. (See Section J.2. Financial Reviews and Audits). He or she will notify the Executive Committee of any records that are not available and review any recommendations of the Finance Committee and from the previous audit within 60 days.

Also, be familiar with:

#### SECTION D - Current Standing and Special Committees

##### 2. Finance Committee

#### SECTION J – Fiscal Management

1. Budget
2. Financial Reviews and Audits
3. Use of Funds
4. Travel Reimbursement:
5. Securing Funds
6. Contracts
7. Financial Updates
8. Financial Records Retention
9. Credit Card Policy
10. IRS Regulations

#### **7. Regional Representatives**

The NACDEP Regional, 1994 and 1890 Representative positions are two-year terms that begin at the Annual Meeting. The terms are staggered so that new representatives are elected each year in half of the positions. There are four geographic regions that were established with the same boundaries as the USDA Rural Development Center regions, West, South, North East and North Central. In addition, there are two positions representing additional NACDEP populations; 1994 Tribal Colleges and Universities and 1890 Historically Black Land Grant Universities. The Representatives participate in Executive and Board meetings as voting members and are responsible for serving as liaisons between the NACDEP Board and their geographic or institutional members.

The role of Regional Representatives is to serve as a liaison between members of their respective regions/institutions and the Executive Committee and its officers. Specific responsibilities include:

- Shall bring to the Executive Committee's attention and advocate for: emerging professional development needs; possibilities for national and regional conference sites and related programs;

networking opportunities with other Extension-affiliated and non-Extension professional associations; and particular concerns of the regional membership related to NACDEP policies, programs, or procedures.

- Will participate on the Conference Planning Committee when annual conference is in their region
- The current representative will host an orientation with the incoming regional representative within 30 days of taking office. The orientation may be face-to-face or by conference call.
- Will assist the President in recruiting NACDEP members to serve on NACDEP and JCEP committees.
- Are expected to actively recruit members to volunteer for both standing and special committees upon request by a committee chair and/or President.
- Are expected to communicate with their members at minimum quarterly.
- Make region-specific contributions to NACDEP's newsletter and assist in recruiting for new members.
- Will submit a written report prior to the Board of Directors monthly meeting.
- Will recruit award reviewers from the region and encourage national award nominations from their respective regions.

#### **Communications – The Representatives:**

- Communicate with members through newsletters and other means of communication.
- Provide monthly reports to the NACDEP Board, filed through Memberclicks on [www.nacdep.net](http://www.nacdep.net).
- Document attendance and minutes of any NACDEP regional or institutional meetings that are held at the Annual Meeting, other conferences or via teleconference.
- Maintain a contact list for active members in their assigned region or institutions.
- Provide regional content for the quarterly NACDEP newsletter.
- Communicate with representatives via Memberclicks.

#### **Coordination – The Representatives:**

- Work with the Recognition Committee in providing representatives for award selection.
- Encourage members to participate in award nominations, committees, conferences and professional development.

#### **Membership – The Representatives:**

- Work with the Management Firm to update the regional membership lists.

#### **The Management Firm supports the Representatives by:**

- Posting and maintaining records.
- Managing the member database, membership renewals, dropped members, and prospective members (ensures eligibility to vote).
- Preparing election and membership reports for the Board.

#### **Supporting State Chapters – The Representatives:**

- Provide guidance to members interested in chartering NACDEP chapters at the state level.
- Review state chapter applications and forward them to the NACDEP Board for approval.

#### **Schedule**

May/June – Annual Meeting

- Develop and circulate the regional meeting agenda prior to the conference.



- Hold a regional meeting at the Annual Meeting
- Sign Conflict of Interest Form

June through May

- Attend monthly board meetings
- Provide a written update to the Board prior to the meeting
- Participate as a voting member
- Communicate with members at least quarterly through a newsletter

September – Board Retreat

- Participate as a voting member

April/May – Prepare for changeover to new representative, if current term is concluding

- Senior representative will provide an orientation to the new representative and share membership lists and records.

## **8. 1994 Representative**

The newest members of the land-grant system are the 34 Tribal College and Universities (known as the 1994s) land-grant institutions, which are located throughout three regions: West, South and North Central. Because 1994 Extension programs have organizational capacities, structures and funding mechanisms than are distinctly different than their land-grant counterparts, the role for the 1994 Representative include some additional considerations, as follows:

- Is responsible for serving as a liaison to all 1994 land-grant institutions across the three regions where they are located.
- Should coordinate and communicate NACDEP activities through several consortia that serve the collective interests of the 1994s: the American Indian Higher Education Consortium (AIHEC) and the First Americans Land-grant Consortium (FALCON).
- May schedule a 1994 “regional” meeting at the annual conference and/or have 1994 participants participate in the regional meeting corresponding to where their respective institution is located.

## **9. 1890 Representative**

Established through the Second Morrill Act of 1890, there are 19 HBCU (Historically Black Colleges and Universities) land-grant institutions (known as the 1890s), which are located throughout three regions: South, North Central and Northeast. Although 1890 Extension programs serve a diverse clientele, emphasis is placed on those with limited social and economic resources. The role of the 1890 Representative includes some additional considerations, as follows:

- Is responsible for serving as a liaison to all 1890 land-grant institutions (including Tuskegee) across the three regions where they are located.
- May schedule an 1890 “regional” meeting at the annual conference and/or have 1890 participants participate in the regional meeting corresponding to where their respective institution is located.

## **SECTION D - Current Standing and Special Committees**

All committee chairs are responsible for being familiar with NACDEP bylaws and Policies and

Procedures and ensuring that their committee complies.

**1. Committee on Resolutions and Policy: (Established by bylaws).**

The Committee on Resolutions and Policy shall annually review existing policy statements and present any new policy statements for consideration at the Annual Meeting. The Committee shall meet once a year two months before the Annual Meeting and present to the Executive Committee a review of any inconsistencies with the Policies and Procedures handbook, and at other times as needed. The committee is also charged with identifying any inconsistencies between the bylaws of NACDEP and this Policies and Procedures Handbook. This committee will consist of the Past President (chair), Secretary, and the President Elect and up to four other NACDEP members. The Committee is also responsible for ensuring that NACDEP members are notified of the opportunity to propose amendments to the bylaws at least 30 days prior to any proposed amendments being sent to members as specified in the bylaws.

**2. Finance Committee: (Established by bylaws).**

The Finance Committee will serve in an advisory capacity to the NACDEP Board on financial matters and will conduct annual internal reviews of the financial records to ensure consistency with NACDEP fiscal policy as specified in the bylaws and Section J of this document. The Committee will work with the Treasurer in preparing the NACDEP annual budget.

**3. Nominations Committee: (Established by bylaws).**

The Nominations Committee is organized and chaired by the Past President. The Committee is responsible for identifying nominees for election to NACDEP office. The Secretary, in partnership with the Management Firm will certify the eligibility of nominees, and coordinating the election process. Best practices would be for the regional representatives to each recruit a representative to the committee to encourage broad participation.

**4. Communications Committee:**

The Communications Committee is responsible for guiding communications with the NACDEP membership and outside the association including the website, Social Media pages, NACDEP newsletter, Listservs, and other means of information sharing. Because communications must be consistent with branding and marketing of NACDEP, the committee will work closely with the Marketing and Member Services committees. The chair of the Communications Committee, or their representative, will serve on the Annual Conference Planning Committee. These functions are in partnership with the Management Firm. The Communications Committee is often referred to as: Com Com

**Com Com Mission:**

The Communications Committee is responsible for overseeing the development and coordination of all communications with the NACDEP membership and outside the association including the website, list serve and other means of information sharing.

**Com Com Chair:**

The Com Com Chair serves as the point person for the group. Duties include:

- Working with the Management Firm to update the website: hosting, posting and maintaining.
- Encourage members to use and promote Social Media pages.
- Manage NACDEP newsletter, Listservs, and other means of information sharing.

**The Management Firm supports Com Com by:**

- Website: hosting, posting and maintaining.
- Database: managing the member database and sending email communications (e.g., announcing newsletters, conferences, calls for proposals, events, etc.).

## **Schedule:**

Summer:

- Appointment of Com Com Chair affirmed by NACDEP President (after Annual Conference Board Meeting)
- Chair communicates with Com Com team members to call meetings, set agendas (priority items for the year)

Fall:

- Work with Annual Conference Planning Committee to communicate the “Call for Proposals” for next year’s conference.
- Send “Save the Date” messages.

Winter/Spring:

- Communication blitz for registration for Annual Conference.
- Use “Email Blasts” and other marketing messages (in conjunction with Marketing Committee).

June through May – Online Board Meetings (third Friday of the Month, noon eastern time)

- Provide Com Com update on activities or communication needs.
- Listen for salient information that may need to be communicated.
- Work individually with the President on special communications as needed.
- Participate as a non-voting member.

## **5. Conference Committee:** (See Section K – Annual Conference and also page 17)

The Annual Conference Planning Committee is responsible for all aspects of the planning, implementation, and evaluation of the annual conference during non-Galaxy years.

With the consultation and approval of the President and Executive Committee, the President-Elect will form an Annual Conference Planning Committee for the express purpose of planning and holding the NACDEP annual conference. This takes place after the application process for conference site determination has been completed and is led by two co-chairs, the current President-elect in the year of the annual conference and the successful applicant. The co-chair should be located in the same state as the conference site or is a core member of the applicant team and located in close proximity to the site. The current management firm will work closely with the Annual Conference Planning Committee and assist with contract preparation, logistics, and registration (see Section K).

Additional members of the Annual Conference Planning Committee include: Recognition Committee Chair, Member Services Committee Chair, and Communications Committee Chair. Abstract Review Chair will be recommended by the President-elect and formally appointed by the President. Sub-committees may include Keynote, Sponsorships, Evaluation, Tours, Exhibits, Logistics, and Program. Chairpersons are determined by the President-elect and appointed by the President. The Abstract Review Chair and President-elect are in charge of recruiting/appointing proposal reviewers. Annual Conference theme and program tracks will be recommended by the Annual Conference Planning Committee and approved by the Executive Committee.

## **6. Member Services:**

Member Services is charged with keeping the organization responsive to its members, both in terms of organizational focus and products delivered to members throughout the year as well as during the Annual Conference.

The chair of Member Services, or their representative, will serve on the Annual Conference Planning Committee. The Member Services committee should have at least one representative from each region and a representative from the 1890 and 1994 institutions. The committee should be meeting quarterly at a minimum.

### **Key Tasks**

- Set up committee in Member Clicks
- Develop and implement member survey
- Consider Joint Evaluation Taskforce – perhaps Ad hoc committee
- Develop Issues Teams
- Develop Member Clicks incentive at conference
- Report any potential expenses for coming fiscal year to Treasurer by Nov 1
- Develop a new catchy campaign to promote Member benefits. Promote social media and through regions
- Solicit testimonials (what has NACDEP done for me)
- Contact people who have membership lapses
- Promote membership events & promotions at conference – old timers, newbies, topic oriented meet-ups
- Develop scholarship program
- Conduct new member orientation at conference
- Renewal reminder Dec/March newsletters
- Include lifetime members

### **7. Recognition Committee:**

#### **Committee Overview:**

The Recognition Committee is responsible for the NACDEP awards process. The committee receives the applications, recruits individuals to serve as judges, compiles the results, determines the regional and national winners, hosts the awards ceremony at the annual conference, and reviews the process for continual improvement.

Work is done through email, conference calls, and on-site meetings during the annual conference.

#### **Committee Mission:**

The Recognition Committee is responsible for overseeing the process for identifying NACDEP members at the regional and national levels for outstanding outreach, scholarship, and service to NACDEP.

#### **Committee Chair:**

The Committee Chair serves as the point person for the group. Duties include:

- Working with the Management Firm, Regional Representatives and Communications Committee to ensure distribution of the annual awards announcement.
- Working with Committee Members and Regional Representatives to find two main judges (and alternates) from each geographic region.
- Working with Management Firm and Committee Members on logistics and other matters related to the awards presentation ceremony.
- Working with the NACDEP Board on procedural and other matters related to awards as well as making monthly reports on the committee's work during the conference call (meetings).
- Set up committee in Member Clicks.
- Report any potential expenses for coming fiscal year to treasure by Nov 1.

**Management Firm supports the Committee by:**

- Receiving the award/recognition applications and putting them into a database.
- Preparing the actual awards to be given out (procuring plaques, printing certificates, etc.).

**Schedule**

January:

- Finalize and distribute award announcement.
- Publicize awards process.

February:

- Seek and select awards judges.

March/April:

- Awards applications reviewed and evaluated.
- Winners determined and notified.
- Non-winners notified.

April/May/June:

- Develop award script.
- Design awards program.
- Create awards program.
- Assign on-site responsibilities.
- Select emcee.

Conference:

- Review the awards materials for accuracy and completeness.
- Meet on-site before the ceremony.
- Carry out assigned tasks assigned before and during ceremony.
- React to any situation that emerges.
- Participate in de-briefing meeting after the awards ceremony

Post-Conference:

- Handle any awards-related corrections that are needed.
- Distribute photographs and model press releases.
- Create articles on award winners for use by NACDEP – with Com Com and Member Services.
- Compile data on awards applications.
- Review awards process from previous year.
- Determine what (if any) changes are needed to process.
- Determine what (if any) changes are needed to awards categories.

## **8. Marketing Committee:**

The Marketing Committee is charged with identifying opportunities to increase members' and other extension professionals' engagement with NACDEP and to maintain and grow membership. The committee researches and reports to the board on strategic issues, including recruitment and retention of members, target markets, services or products, and related issues. The marketing committee communicates regularly with the communication and membership services committees.

### **Key Collaborations:**

#### **Communications – Marketing Committee:**

- Works with the Communications Committee to develop recruitment materials and to support e-communication recruitment techniques via the newsletter, social media, NACDEP website, and email marketing.

#### **Member Services – Marketing Committee:**

- Works with the Member Services Committee to identify what professionals expect from their membership and to promote member benefits to potential members.
- Provides content to com com, the management firm, and the newsletter editors for the website, social media, and newsletter.

#### **Development – Marketing Committee:**

- Works with the Development Committee to identify opportunities to effectively capitalize upon and promote fundraising prospects.

#### **Documents – Marketing Committee:**

- Marketing/branding materials (e.g., printed brochures and related online materials)
  - Undertaken in collaboration with the Communications Committee.
  - Approval by board required.
- Committee documents
  - Reports to the board and important committee documents posted to <https://nacdep.memberclicks.net> for board member review.
  - Approved documents available on the association website through coordination with management firm.

#### **The Management Firm supports the Marketing Committee by:**

- Posting board-approved website and social media updates.
- Providing information from the member database, membership renewals, dropped members, and prospective members that helps the committee assess membership statistics and trends.

### **Schedule**

May/June – Annual Meeting

- Hold face-to-face meeting at annual meeting and set work plan for the year ahead.
- Recruit members at annual meeting.

- Verify interest in continuing committee service by committee members who did not attend the annual meeting.
- Recruit additional members, particularly among underrepresented regions and groups, following the meeting.
- Set up committee in Member Clicks.
- Video selected conference presentations and publish to the website as examples of excellence in community development Extension work (including a variety of program types).

June through May

- Quarterly (Sept., Dec., March) committee phone or web calls (may occur more often as needed).
  - Summer/Fall—work with board to organize and gain input and approval for the committee’s workplan
  - Fall (Sept. committee call)—Identify potential expenses and report to Treasurer by Nov. 1
  - Winter (Dec. committee call) —identify SWAG sales items and organize sales system
  - Spring—implement SWAG sales
  - Spring—Coordinate with regional reps and
  - Spring—identify potential conference presentations to video for website
- Document review, brainstorming and feedback via email between calls.
- Committee chair attends online board meetings (third Friday of the Month, noon eastern time).

April/May – Prepare for changeover of the Board of Directors

- Recommend new committee chair to president as needed.
- Develop promotional packet.

## **9. Development Committee:**

### **Development Committee Overview:**

The Development Committee will develop strategies for raising funds with the primary goal of advancing the Association through an endowment for sustainability, sponsorships for visibility and connectivity, and providing scholarship funding for accessibility. The Development Committee will recommend policy to the Executive Committee on all matters related to development. The Development Committee will work with the Communications Committee on matters related to website ask portals, letter campaigns, and social media fundraising campaigns. The Development Committee is often referred to as: Dev Com

### **Dev Com Mission:**

The Development Committee will develop both internal and external strategies for raising funds with the primary goal of advancing the Association through an endowment for sustainability, sponsorships for visibility and connectivity, and providing scholarship funding for accessibility.

### **Dev-Com Chair:**

The Dev Com Chair serves as the point person for the group. Duties include:

- Outline a development strategy that will underpin future fundraising efforts, priorities and goals for consideration of the Board.
- Prepare policy recommendations for Board consideration as they pertain to fundraising processes, disbursement procedures and endowment creation/maintenance.
- Identify and meet with appropriate Association committees and external partners that will play key roles in NACDEP's Development efforts.
- Set up committee in Member Clicks.
- Report any potential expenses for coming fiscal year to Treasurer by Nov 1.
- Review Action Plan created previous year.

**Key Tasks:**

Dev-Com has identified the following key tasks:

- Current Fundraising Priorities: Endowment, Scholarships, Recognition.
- Work through regional reps to recruit committee members.
- Identify and foster relationships with former Board members for Board ask campaign.
- Identify a custodian for endowment.
- Continue to refine Online Donation membership portal in partnership with ComCom.
- Identify potential sponsors for 2016 and 2017 in conjunction with board/other committees.

## **SECTION E - Maintaining Committee Records**

In order to ensure adequate record keeping by committees, each committee chair will maintain written records (electronic or hard copy) to be transferred to the incoming chair at the annual meeting. The records should be on the website and include:

- Policies the committee sets for itself
- Committee membership
- Minutes of each meeting, whether face-to-face or by telephone
- Important correspondence
- Written committee reports at NACDEP Executive Committee meetings

Committee minutes and membership should be posted to the NACDEP website.

## **SECTION F - Appointed Positions & Liaisons**

The President in consultation with the Executive Committee will make appointments and recruit liaisons from partnering entities:

### **1. NACDEP Historian**

The Historian is responsible for archiving the Association's history in a manner that is accessible and relevant. This includes setting standards for archives as well as promoting items of interest from the archives to all members through technology channels that help tell the NACDEP story. The Historian will ensure that the institutional memory of significant milestones, events, individuals, and moments will be preserved so that future generations can share in the knowledge of who we are and where we have been, into perpetuity.



The Historian serves as directed by the Board. Duties include:

- Being present during Board meetings, as possible, to document significant activity.
- Determine the best platform for single-source archival of documents, photos, videos, audio recordings, and other digital and print materials that is sustainable long into the foreseeable future.
- Enact policies for archival organization and categorization that make materials easy to search.
- Enact policies for archival material format, naming conventions, resolution (where applicable), and more so that archives are consistent, at the highest possible quality, and able to be accessed even when technology changes.
- Set standards for what should be collected and offer training to other board members on proper archival.
- Attempt to collect, categorize, and standardize all applicable materials from the first decade of the Association.
- Collect oral histories from early NACDEP pioneers.
- Record photos and videos at conferences and other major events; develop a mechanism for allowing all members to share the same.
- Share and promote historical information in a fun and accessible manner, including:
  - Edited videos and/or slideshows
  - Social media posts
  - Trivia contests
  - Newsletter articles
  - Website updates

**Management Firm supports the Committee by:**

- Providing access to, or updating as directed, sections of the website devoted to NACDEP history.
- Following recommended archival processes for all documents produced by Management Firm.

**Schedule**

Pre-Conference:

- Set up archival system
- Develop strategies and policies for archival and report to the Board
- Promote to members that they can bring materials to the conference for archival
- Schedule interviews with members to take place during the conference

Conference:

- Collect materials for archival from members
- Take photos and videos
- Interview members of significance
- Share edited videos or slideshows
- Promote archival methods to members
- Partner with social/communications committees at the conference to hold trivia contests

Post-Conference:

- Archive materials collected during conference
- Edit video interviews
- Ensure significant events are well-documented
- Evaluate fulfillment of duties

## **2. NACDEP Newsletter Editor**

The main duty of the NACDEP Newsletter editor is to draft email for call for articles, collect articles, coordinate and create newsletter.

- Set up committee in Member Clicks.
- Develop quarterly newsletter (June/Sept/Dec/March).
- Combine Articles.
- Send to Management Firm, President and President Elect for final review.
- Ask Management Firm to create link on website for newsletter.

## **3. *Journal of Extension* Editorial Board (one representative)**

JOE board members, serving as liaisons for NACDEP, help make policy and business decisions for the official refereed journal of the U.S. Cooperative Extension System. The Board of Directors is responsible for the operations of the Journal of Extension and the management of the National Job Bank that helps to support the journal.

Key Tasks to NACDEP:

- Attend a 1-2 day meeting when necessary for strategic planning.
- When a NACDEP survey is due to go out, be sure to include question(s) to identify reviewer interest.
- Send an update to the President to post on Memberclicks and when necessary, attend board meeting to address particular issue.
- Communicate benefits of being a reviewer.
- Provide Board with content ideas to share with membership.
- Highlight articles for NACDEP newsletter.

## **4. The Public Issues Leadership Development Conference (PILD) Planning Committee (typically two representatives)**

The PILD Conference is sponsored by the Joint Council of Extension Professionals.

## **5. Regional Rural Development Centers**

The Regional Rural Development Centers link research with outreach in the areas of rural economic development. Each Center serves a region of the U.S. and uses its regional network of land-grant universities to conduct research and develop Extension education and outreach programs for the benefit of communities. A liaison is assigned to NACDEP that will represent all four regions (North Central, Northeast, Southern and Western) to the board.

- Cross-promotion – provide links to NACDEP on website, conferences, etc. (NACDEP should do the same).
- Possibly partner on grant applications that would be beneficial to both organizations.
- Help us better communicate, learn about our 1890 and 1994 institutions and their program leaders. Maybe host a meet up to introduce the potential NACDEP members to their rep, learn about them, how both of our organizations could help them with professional development, resources etc. WRDC has most of the 1994, 1890's are in all the other three.
- Promote webinars, share their webinars on our social media, newsletters.
- Invite regional reps to regional meetings of program leaders.

- Provide RRDC promotion material for regional reps to share with members.
- Support state/multi state affiliates.
- Participate in monthly board meetings

## **6. NIFA National Program Leader**

NIFA helps build rural and community prosperity through research, education, and extension, in collaboration with the Regional Rural Development Centers, their many partners in the land-grant university system, and in communities across the country. NIFA promotes community and economic development through national program leadership, funding for integrated research, education, and extension activities, and strategic partnerships and collaborations. The National Program Leader for Community Development supports NACDEP in the following ways:

- Have auto access to NACDEP's Member Clicks to contribute monthly updates.
- Contribute to the NACDEP newsletter.
- Strengthen relationships in USDA (NIFA and sister agencies) and across federal government (who, what, when and connections).
- Communicate to Board NIFA's priorities, initiatives, federal financial assistance, and resources.
- Advocate for NACDEP and Community Development with USDA and federal partners.
- Consider sponsorship for National Conference (this request needs to be made in the fiscal year that precedes the actual conference).

Attend conference and regional meetings at conference (have agenda item during regional meeting).

Communicate how board can help you do the above and anything else

## **SECTION G - Joint Council of Extension Professionals (JCEP)**

*The Joint Council of Extension Professionals (JCEP)* is a partnership of professional Extension organizations that focuses on strengthening the efforts of the member organizations and does what each cannot do individually. The JCEP mission is to promote communication, cooperation, and professionalism among Extension educators. The JCEP Board is comprised of representatives of the professional associations allied with the Cooperative Extension System.

As defined in the Constitution of the JCEP Board, the Board membership is the President Elect, President, and Immediate Past President of each association, including NACDEP. Upon taking office, the NACDEP President-Elect will serve as a representative of NACDEP on the JCEP board for a period of three years. The NACDEP Past President will relinquish JCEP Board membership upon conclusion of his or her term, unless he or she has been elected as an officer of JCEP, in which case he/she will serve out that term of office.

NACDEP representatives are expected to attend JCEP meetings and represent JCEP at other Extension association meetings. NACDEP representatives and JCEP Board members from NACDEP are encouraged to coordinate their participation to keep within the established budget.

## **SECTION H - NACDEP Operational Management**

Currently, NACDEP is contracting with Professional Association Resources (PAR) as the Management Firm described below.

NACDEP outsources its day-to-day operations and management to a management firm through an open bidding process. The Management Firm provides both administrative and consulting services. These may include, but are not limited to the following:

- Designates a representative who reports to the NACDEP Executive Committee in general and to the President specifically.
- Maintains office presence for NACDEP including answering phone, e-mail and fax inquiries; picking up mail on a regular basis; and processing and forwarding mail as appropriate.
- Supports Secretary by managing database including membership renewals, dropped members and prospective members, and prepares reports to the Board.
- Participates in monthly Executive Committee conference calls and supports standing committees, including preparation and distribution of materials.
- Attends Annual Board Retreat and provides a management update and brief.
- Maintains website and newsletter software in cooperation with the Communications Committee.
- Maintains NACDEP email distribution list.
- Maintains current NACDEP award and operational forms on the NACDEP website.
- Maintains and archives organization's records.
- Attends annual NACDEP conference, creates and maintains registration processes\*, assists with additional conference planning and execution, provides one additional support person at conference. (See also page 19 for a more detailed list of Management Firm responsibilities related to the conference.) (\*except in Galaxy years)
- Assists with financial duties by posting payments made by the Treasurer, making deposits, and processing credit cards; maintains financial records; works with Treasurer.
- Assists Treasurer with presentation of financial reports.
- Reports activities and hours to the Board of Directors during monthly meetings.

Management Firm will maintain the following NACDEP records (hardcopy and electronic) for the period of time specified:

- Audits and Financial Reports (Permanent)
- Minutes (Permanent)
- Bylaws and Amendments (Permanent)
- Tax Returns (Permanent)
- Newsletter (Permanent)
- Dues Payment and Conference Registration (7 years)
- Bank Statements (7 Years)
- Canceled Checks (7 Years)
- Contracts (7 Years after expiration)
- Credit Card Statements (7 Years)
- Invoices with documentation and check stubs (7 Years)
- General Correspondence (2 Years)
- Legal Correspondence (Permanent)
- RFPs/Bid Documents (2 Years after expiration of contract)
- Committee Reports (2 Years)

**Maintenance:** Annually within 90 days of the end of each calendar year. Records will be reviewed and

appropriate records purged – when action is completed it will be reported to the Executive Committee by Management Firm. Financial record keeping should be under the oversight of the Treasurer while the remaining records will be under the oversight of the Secretary.

## **SECTION I – Voting and Holding Office**

### **1. Candidates for Office**

Candidates for office include President-Elect, Secretary, Treasurer, and the six Regional Representatives, one each from the Northeast, North Central, Southern, Western regions, 1890 institutions, and 1994 institutions. Any eligible member can nominate candidates for President-Elect, Secretary, and Treasurer. Eligible members will nominate regional representatives from their regions/institutions. Candidates must be Active or Life members of the Association.

While it is the general policy of the Association to affect a change of membership on the Executive Committee, an officer – except for the President, Past President, and President-Elect, may be re-elected up to three terms, which may be consecutive. An individual may serve more than one term as President and President-Elect, but not successive terms. No officer may serve more than three consecutive terms.

### **2. Election Procedures**

Elections will be held annually, before the end of each calendar year, by vote of the eligible membership. The Past President will chair the Nominations Committee and will appoint its members. The Secretary along with the management firm will assist the Past President on the committee. The Nominations Committee must consist of at least one member from each NACDEP region where NACDEP has members.

The Nominations Committee will review and confirm nominations for each office received from NACDEP members. The Nominations Committee will accept nominations only from eligible members. Following the close of nominations, the Nominations Committee will certify that all nominations received are valid and that all nominees are willing to accept the position if elected. A nominee may be placed on the ballot for only one position. If nominated for more than one position, the nominee will be allowed to select the position for which he/she will run.

The Secretary, in conjunction with the Management Firm, arranges for an electronic election. The Secretary notifies the membership of the electronic location of the ballot and procedures and deadlines for voting. Ballots will be distributed via e-mail and by fax or surface mail upon request. Ballots may be returned by mail, fax, or online voting. The closing date of elections will be 30 days after ballots are distributed.

### **3. Election Certificate**

Ballots are tallied and reported by the Secretary. The candidate for each office receiving the largest number of affirmative votes from the ballots cast by the eligible membership will be elected. In the event of a tie, the elected officer will be determined by a random draw held by the President.

### **4. Report of Election**

Election results will be reported by the Secretary and certified by the Executive Committee. Within thirty

days following the close of elections, the President will notify members of election results.

## **SECTION J – Fiscal Management**

### **1. Budget**

The budget is a plan that supports the goals and objectives (the programs, projects, and activities) of NACDEP in terms of income and expenses. An effective budget requires NACDEP to determine both the results that are sought and the specific means to be used to achieve those results.

The Treasurer will work with the Finance Committee in preparing an annual budget to be reviewed and adopted by the Executive Committee no later January 1 of each year. NACDEP's goals and objectives for the coming year developed during the annual Executive Committee retreat should be considered in budget development. The budgetary process will incorporate goals and objectives articulated at the retreat and any objectives adopted by the Executive Committee in the interim. Committee chairs should submit any anticipated funding needs to the Executive Committee and Finance Committee by the November Executive Committee meeting.

The budgetary process will include revenue projections, including annual conference revenues, membership revenues, and other sources. A projection of the costs of accomplishing the goals and the anticipated revenue should be made. If there is a difference between the two, it is advisable to make adjustments to either or both of these areas in order to strive to balance the budget. A cash reserve of \$75,000 will be maintained except for emergencies.

The budget is an annual plan. It is an estimate of the planned expenses and income. To amend an adopted budget, a majority vote in favor of the proposed budget amendment must be made at a meeting of the Executive Committee in which a quorum is present.

### **2. Financial Reviews and Audits**

The financial books and records must be reviewed annually by an internal audit by the finance committee or any time there is a change in the position of any officer with financial signature authority. Financial signature authorities will be the treasurer and the president.

An external CPA will conduct a complete audit every three years beginning in 2013. An audit involves an examination of financial transactions and the procedures used to conduct those transactions. It reviews and verifies the financial books of NACDEP. An audit verifies deposits with checks and deposit slips, verifies receipts and expense reimbursements, and reconciles bank statements. Its purpose is to assure both the membership and the Executive Committee that the funds of NACDEP have been properly administered and that good financial practices have been followed.

The Finance Committee will periodically conduct an internal audit, which will entail selecting random fiscal transactions and checking these to ensure that appropriate documentation was provided for the expense and that proper procedures for both the expenditure and payment were followed. This check will be done at least once annually and the findings of the Finance Committee presented directly to the Executive Committee.

The Executive Committee receives both the report of the Finance Committee and the external auditor and acts upon those reports as necessary and required by NACDEP policies and bylaws. The report of the

external auditor will be presented to the membership at its annual meeting in the years that an audit is performed.

### 3. Use of Funds

When NACDEP incurs an approved financial obligation, it is the responsibility of the Treasurer to pay that obligation. The exception to this rule is when the Treasurer is the one to be reimbursed, in which case the President will be responsible for paying the obligation. No obligations and/or liabilities will be paid by cash.

NACDEP budgeted funds may be used for:

- *Association Management* – Payments to an individual or company for managing the operation of the association.
- *Operating Expenses* – Expenses related to the day-to-day operation of the association including telephones, web hosting, printing, postage, stationary, office supplies and the like.
- *Awards* – Purchase and presentation of certificates, frames, trophies, plaques, etc., for outstanding service by members.
- *Travel* – Provided to the Executive Committee or Members as approved by the NACDEP budget or prior to the travel event if not approved within the annual budget.
- *Committee Expenses* – Approved expenses required for committees to perform their duties.
- *Fund-raising Costs* – The costs of conducting an acceptable fund-raiser.
- *Conference Expenses* – All expenses within the approved annual conference budget and any necessary and approved pre-conference expenditures.
- *Hospitality* – Meals and refreshments provided for meetings, conferences, and social activities as approved by the Executive Committee.
- *Insurance* – Liability and bonding insurance for NACDEP.
- *Other Expenditures* – As approved by the Executive Committee.

NACDEP funds will not be used for:

- Contributions to other Associations – Except as required by JCEP, NACDEP will not make monetary contributions to organizations.
- Discretionary Funds – With the exception of the President (and as contained in the annual budget approved by the Executive Committee) no funds will be provided for Executive Committee members, Regional Representatives or Committee Chairs/members for their discretionary use.

For ALL official expenses incurred by members of the Executive Committee, Committee Chairs, committee members, NACDEP members or those being reimbursed for services performed by NACDEP, the following expense reimbursement policies apply:

1. No funds will be expended unless included in the approved NACDEP operating budget, or the budget as amended and recorded by the Treasurer in the amended budget document.
2. No expenses will be reimbursed if the expense was incurred prior to receiving confirmation from the Treasurer or the Management Firm that the organization has sufficient funds to cover the expenditure.
3. Expenses will be paid for any person(s) acting on behalf of the Association, only if the Executive Committee has pre-approved the activity.
4. All expense reimbursement requests will be mailed to the Treasurer for approval and payment within 45 days of the date the expenses were incurred.
5. NACDEP will charge a fee of \$50, plus any bank handling charges for all returned checks.
6. NACDEP will charge a fee of \$25, plus any bank stop-payment charges for all reissued checks.
7. Postage, shipping, copying, and telephone expenses for NACDEP official business are

reimbursable if pre-approved. A statement of expenses and explanation with receipts is required.

#### **4. Travel Reimbursement:**

The following travel policies will apply to all travel on behalf of NACDEP by members.

1. Travel must be pre-approved by the Executive Committee or specified within the NACDEP budget as approved by the Executive Committee.
2. Mileage and per diem will be reimbursed up to the maximum federal rate.
3. Air transportation must be at the lowest non-refundable coach rate. All travelers are encouraged to make airline reservations as far in advance as practical. For air reservations made 30 or more days in advance, an advanced reimbursement equal to the price of the ticket may be requested to help avoid a cash flow problem for the traveler.
4. Travel by personal vehicle may be approved in lieu of air transport; however, the reimbursement rate will be the lesser of airfare or the computed distance multiplied by the current federal per-mile reimbursement rate.
5. A copy of the official agenda for the meeting or activity will be provided with the reimbursement request.
6. Meals to and from the meeting or activity site, as well as meals while on site, will be reimbursed based on the departure and return times for the travel. Departure and return times must be no more than 24 hours before and 24 hours after the official start and stop of the activity, respectfully.
7. Meals included in a program or conference registration will not be reimbursed.
8. Parking, tolls, taxi or shuttle fares and mileage to and from the nearest airport will be reimbursed.
9. Receipts are not required for individual expenses of less than \$15. Receipts for all individual expenses greater than \$15 will be attached to the expense reimbursement request.
10. Lodging will be reimbursed at up to the maximum allowed federal reimbursement rate. If the lodging is pre-determined by the location of a conference or other scheduled activity, the reimbursement rate will be at the conference rate charged by that facility.
11. Room charges for personal (non-NACDEP related) incidental expenses such as long distance calls and in-room movies will not be reimbursed.
12. Expenses for meetings or conferences attended by Executive Committee, Committee Chairs, and others as authorized by the Executive Committee will be reimbursed.
13. Expenses for NACDEP related incidentals such as local transportation and tips will be reimbursed.
14. Expenses must be submitted on the approved NACDEP travel reimbursement form and appropriate documentation must be attached. The travel reimbursement form is available online on the NACDEP website.
15. As a general guideline, a limit of \$5,000 may be spent annually by NACDEP on travel to Executive Committee meetings.

#### **5. Securing Funds**

NACDEP relies on membership dues and proceeds from its annual conference for the purposes of maintenance and operation of its activities. NACDEP will seek or accept outside financial support for activities that the Executive Committee deems consistent with the purposes and goals of the NACDEP, and which the Executive Committee specifically approves. Use of the NACDEP name or logo to endorse a product or service is NOT permitted unless approved by the Executive Committee

#### **6. Contracts**

All contracts over \$1,000 entered into on behalf of NACDEP must be distributed to the Executive



Committee and approved in advance. Approval of all contracts will be noted in the Executive Committee's minutes. The President, (or the President-elect in the case of conference related contracts) in consultation with management firm will review any contract before it is signed.

## **7. Financial Updates**

The Treasurer and the Management Firm will prepare monthly reports of financial transactions for review and approval of the Executive Committee. Disbursements, credits, and updates on liabilities and assets will be included in this report. The report will be incorporated with the posted minutes.

## **8. Financial Records Retention**

Financial records will be stored within the Management Firm office. The NACDEP Treasurer will review financial records annually with Management Firm staff to ensure any documents produced during the course of the year are updated and retained within the Management Firm office. This annual review may be performed remotely via telephone, conferencing software, or other form of communication. The Treasurer shall also retain a copy of all financial reports. The copy may be an electronic copy. Records will include the items enumerated in the NACDEP Operational Management section H.

## **9. Credit Card Policy**

(a) The TREASURER is responsible for issuing, accounting for, monitoring, retrieving and generally overseeing compliance with the Association's credit card policy.

(b) Association credit cards may be used only by the President, President-elect, and Association Director of the Association for the purchase of goods or services for the official business of the Association. Any individual who is issued a credit card must sign this statement to acknowledge he or she is aware of and will abide by this policy.

Furthermore, the use of a credit card is limited to the following circumstances:

- Payment of or deposits on budgeted/planned goods and services needed for the Association conference. Such as goods and services include meeting rooms, audio/video equipment, guest speaker gifts, guest speaker lodging room, tour expenses, banquet services, and printing of programs.
- Payment of Association Manager travel expenses for budgeted Association business.

(c) NACDEP officers and staff who use a NACDEP credit card shall, as soon as possible, submit a copy of the vendor's credit card receipt to the Treasurer and Association Director. If no credit card slip was obtained that described the transaction, the staff shall submit a signed voucher that shows the name of vendor or entity from which goods or services were purchased, the date and the amount of the transaction, the official business that required the transaction, and the chart of account number indicating the line item to which the transaction is to be charged. All credit card slips shall include this information as well. Vouchers shall also include a statement as to why a credit card slip was not obtained.

(d) An official or staff who is issued a credit card is responsible for its protection and custody. If a credit card is lost or stolen, the Treasurer, Association Director, and President shall be notified. The entity issuing the lost or stolen credit card shall be immediately notified to cancel the card.

(e) An officer or staff issued a credit card shall return the credit card to Treasurer upon termination of his or her relationship or employment or service with the NACDEP.

(f) The Treasurer shall maintain a list of all credit cards owned by the NACDEP, along with the name of the every officer and staff who has been issued the credit card, the credit limit established, the date issued, and the date returned. Each recipient shall initial the list beside his or her name to indicate agreement that the credit card has been issued, and that the recipient has received and read a copy of this policy.

The Treasurer shall review each credit card statement as soon as possible to ensure that transactions comply with this policy. Any transaction not complying with item (b) above, shall immediately be investigated. Any transactions that appear on the statements that are not documented with a credit card slip or a signed voucher as stated in item (c) above shall be immediately investigated. Transactions that do not appear to comply with this policy shall be reported to the NACDEP board.

(g) The NACDEP board shall not approve a contested payment to the entity issuing the credit card until all transactions have been verified, including the approval of all transaction invoices if issued.

(h) The balance shall be paid within 25 days of the initial credit card statement date. In extraordinary cases in which an extended time is required, the statement, including interest due on an extension of credit under the credit card arrangement, shall be paid within 50 days of the initial statement date.

(i) Officers and staff who use a NACDEP credit card in a manner contrary to this policy shall be subject to the following disciplinary actions, as deemed appropriate by the NACDEP board:

- Verbal counseling
- Written reprimand
- Card Cancellation
- Termination
- Reimbursement to the NACDEP for unauthorized expenditures
- Legal action

I, \_\_\_\_\_ while serving in the capacity of President, President-elect, or Association Director (circle one) agree to fully and completely abide by the NACDEP credit card policy.

Signature: \_\_\_\_\_ Date: \_\_\_\_\_

## **10. IRS Regulations**

See Appendix C for adopted Board Policy and forms necessary for IRS compliance.

## **SECTION K – Annual Conference**

The purpose of the NACDEP Annual Conference is to provide members with professional development, to share and learn about educational programs, to consider and discuss research results, provide opportunities for members to network and collaborate with each other, and to conduct the Annual Meeting in which essential business of the organization is discussed including considering ideas and actions to further NACDEP's mission. As the sole meeting of the total NACDEP membership, the Annual Meeting is also a time to discuss amendments in bylaws or other business items as a part of the Annual Conference.

NACDEP will hold an annual conference each calendar year between March 1 and July 1. In years when the Galaxy conference is held, NACDEP will coordinate its annual meeting around the Galaxy agenda. It will hold its annual meeting at Galaxy, send representatives to participate in conference planning, and sponsor community-development oriented conference sessions. In the Galaxy years, the conference duties and procedures will vary from normal NACDEP conferences. Please keep that in mind when reading the enumerated sections below.

## **1. Conference Bids and Site Selection**

The location of the NACDEP annual conference will be rotated among the four Regional Rural Development Center regions. The order is west, north central, south and northeast, except as Galaxy alters the rotation. Conference sites will be secured two years prior and no later than commencement of Annual Conference. As noted above, in years in which a Galaxy conference is held by JCEP organizations (4H, ANREP, NAEFCS, NACAA, ESP, NACDEP), NACDEP will participate in that joint event.

The Executive Committee will review proposals and select the site of the NACDEP Annual Conference two years in advance. Dates for each conference will be proposed by the sponsoring state. Favorable seasonal weather conditions should be considered in selecting dates. Furthermore, conflicts with other organizations such as the Community Development Society; National Extension Tourism (NET) Conference; other JCEP member organizations; state/regional organization conferences; and academic discipline conferences such as AAEA, Rural Sociology, etc., should also be considered in date selection.

The President, President-Elect, and Past President are charged to work with the Management Firm in securing proposals for future annual conferences using the approved pre-application and application forms located on the NACDEP website. Attempts will be made to secure proposals and a final site secured two years in advance of the conference through an open bidding process that will be open by January 1. The President will coordinate the site determination process, including review of the current request for conference site proposals and dissemination of the request within 30 days of the close of the bidding cycle. The President is charged with keeping the forms for conference site proposal current and working directly with Management Firm and Regional Representatives and with the membership through targeted e-mails to regional members and notification in the quarterly e-Newsletter. Executive Committee members are encouraged to contact members to promote site proposals. Final proposals are reviewed by the NACDEP Executive Committee and the conference site selected through a majority vote. If NACDEP chooses to hold a joint conference with another organization, the site determination process may be amended with approval from the Executive Committee in order to include the partnering organization's Policies and Procedures. However, the regional rotation will not be disrupted and the timing and purpose of the conference will not be contrary to NACDEP's Bylaws.

## **2. Decision-making Process**

- The Site Selection Team consisting of the Past President and Regional Representative from the region will oversee the site selection process. (1890 Representative will work with the Southern Representative and the 1994 will work with the West and North Central Representatives.)
- Applicants will submit preapplications (posted on the NACDEP website) electronically so that the committee can efficiently review them by 2 years and four months prior to the conference.
- Selected applicants will be asked to submit full applications (posted on the NACDEP website) electronically so that the committee can efficiently review them.
- Site Selection Team meets to review the full application(s) and make recommendations to Board for 2-3 candidate site(s) for site inspection. The team will distill and present a summary of the applications to the Board. The Board makes a final site selection.

- Representatives of the selected sites for each of the next two conferences make a brief promotional presentation to the entire membership at the annual business meeting in the conference.

### **3. Minimum Criteria for Consideration as a Conference Site for NACDEP**

A potential site candidate must demonstrate suitable logistical and organizational capabilities for all of the following:

- Meeting facilities
- Overall costs, including hotel, meal costs, and travel expenses
- Adjacent or nearby hotel facilities
- Airport and local transportation services
- Site's ability to attract conference participants
- Ability to demonstrate local/regional community development activities, projects, or research initiatives as potential experiential professional development field trips/tours for participants.
- Internet capabilities
- Variety of high-quality tourism and recreation opportunities for meeting the participants' and their guests' expectations.

### **4. Conference Finances**

NACDEP will assume financial surplus or loss responsibility for the annual conference. Consideration for total costs associated with the operation of the annual conference, including organizational expenses, should be considered as the annual conference site is selected and the annual conference is planned. Also, the overall intention is to keep a typical participant's costs for attendance as reasonable as possible, especially relative to other similar professional development opportunities available to NACDEP members. Accordingly, in NACDEP's site selection and conference pricing decisions, the costs for transportation, lodging and meals, conference facility, conference insurance, and other items will be evaluated in order to ensure that conference costs are commensurate with the value to NACDEP members.

### **5. Host Institution**

Bids made to host the NACDEP annual conference are made through land-grant universities either as a single institution or collaborative of institutions. At a minimum, it is understood, as part of the application process that the Extension system of the host institution is willing to provide a minimum base of support to the conference. This support will include:

- Identify opportunities for professional development oriented tours that highlight community resource and economic development efforts and recreational opportunities related to the conference.
- Act as a local contact for the conference hotel and/or conference facilities.
- Produce the program for the conference.
- Provide for a university official to give a welcome talk to the conference attendees.
- Provide a team of student or professional volunteers to assist with breakout session technology and harvesting presentations for future upload to NACDEP website.
- Provide the Annual Conference Planning Committee with local transportation information including transportation to and within the conference site.
- Designate a current member of NACDEP in the host state to serve as co-chair of the NACDEP Annual Conference Committee and act as local facilities point person.

## **6. Annual Conference Planning Committee (also see Section D.5)**

The President-elect will assemble a Conference Planning Committee. The Conference Planning committee, in conjunction with the Management Firm is charged with all the planning and arrangements for the conference based on the site chosen by the Executive Committee Board.

- . Once the site has been selected, the committee is responsible for:
  - Negotiating a contract with hotel and any ancillary activities and facilities needed to conduct the conference for review and approval of the Executive Committee.
  - Developing a conference budget for review and approval by the Executive Committee by November 1<sup>st</sup> prior to the conference date.
  - Providing conference marketing information to the membership and potential non-member attendees.
  - Developing a system to solicit and review conference paper presentations, exhibits and posters.
  - Recruiting member volunteers to review paper submissions.
  - Developing a program/agenda for the conference.
  - Securing plenary/keynote speakers for the conference within the limits of the conference budget.
  - Providing material and information for conference pages on the NACDEP website.
  - Soliciting external funds in support of the conference, including but not limited to sponsors, exhibits, etc.
  - Reporting of conference evaluation results.

## **7. Management Firm Conference Responsibilities**

The Management Firm plays a key role in both the planning and implementation of the annual conference. (See also Section H, Management Firm responsibilities) The Firm's duties related to the conference include:

- Creating and maintaining registration processes, including the capacity for members to register online.
- Assisting with additional conference planning and implementation.
- Providing at least two support persons to help staff the conference.
- Providing technical assistance, logistical support and advice to the Annual Conference Planning Committee on any contracts and agreements associated with the NACDEP Annual Conference. This may include lodging, food, conference space and other contractual arrangements.
- Maintaining an ongoing list of conference registrants.
- Maintaining lists of participants associated with local tours.
- Providing a list of the conference registrants to the conference attendees.
- Developing and distributing conference registration packets for distribution to attendees including nametags, the conference agenda, tickets associated with the conference tours, and selected local promotional material.
- Updating the NACDEP website and social media outlets with associated materials, including presentations, registration, photos, etc.
- Assisting in purchasing and preparing awards and certificates in concert with the Recognition Committee.

## **8. Annual Conference Refund Policy**

All cancellation requests must be submitted in writing or via e-mail to the Management Firm. Cancellations postmarked or e-mails received 30 days prior to the conference will receive a refund

excluding a \$25.00 processing fee and any membership dues included in the registration. Cancellations postmarked or e-mails received 14 days prior to the conference will receive a refund, excluding a \$50.00 processing fee and membership dues included in the registration. No refunds are available for cancellations received the last two weeks prior to or during the conference. In extreme circumstances, beyond the control of the participant, that occur two weeks or less prior to the conference or during the conference itself, a credit towards the following NACDEP annual conference, less a \$50 processing fee and membership dues included in the registration, may be granted on a case by case basis by the Executive committee. Participants are not considered registered for the conference until full payment is received. Payments will be accepted through registration on the first day of the conference. Tour refund policy will be determined by the Board in consideration of the policies of the associated vendors for the events. The policy will be determined and published on the registration website.

**9. Conference Scholarships**

NACDEP will offer annual conference scholarships to eligible members based on available scholarship funds. The scholarship is designed to reduce the cost of attending the NACDEP annual conference. The total budgeted amount for the scholarship fund is set each year by the Executive Committee in the NACDEP budget. The Member Services Committee is responsible for marketing the availability of the scholarships, and reviewing and recommending awards to Executive Committee. Due to the limitation of funding for this professional scholarship, priority will be given to NACDEP members who have been active in the association with preference given to applicants who are:

- First time attendees at a NACDEP national conference.
- Presenters at the NACDEP conference whose participation in NACDEP conferences is hindered due to limited funds for travel to professional meetings.

The Member Services Committee will award the scholarships and notify winners. This professional scholarship is non-transferable and has no cash value to the recipient in the event of cancellation of participation in the conference.

**10. Record of NACDEP Conference Locations:**

2005	Las Vegas	West
2006	San Antonio	South
2007	Philadelphia	Northeast
2008	Indianapolis - Galaxy	North Central
2009	San Diego	West
2010	Minneapolis	North Central
2011	Charleston	South
2012	Park City	West
2013	Pittsburgh - Galaxy	Northeast
2014	Grand Rapids	North Central
2015	Little Rock	South
2016	Burlington (w/ANREP)	Northeast
2017	Big Sky (w/CDS)	West
2018	Cleveland	North Central
2019	Asheville	South

## **SECTION L – State and Multi-state Chapters**

NACDEP desires to develop strong working relationships with state and regional associations of Extension professionals who share similar organizational goals. It is the intent of NACDEP that these relationships are mutually beneficial and flexible enough to allow for growth over time.

Such state and regional associations may be accepted as local chapters upon approval of a NACDEP State/Regional Chapter Application submitted to the Executive Committee. This application form, together with instructions for its completion, can be found on the NACDEP website. The application is to be submitted to the NACDEP Executive Board. The NACDEP Executive Committee will review the application in a regularly scheduled meeting. A representative from the applicant must be present via teleconference for the review. Upon approval, a Charter will be issued to the applicant pursuant to Article XII of the NACDEP Bylaws.

No more than one chapter per state will be chartered by NACDEP. The formation of a chapter is a voluntary process and should be initiated with guidance from the appropriate Regional Representative. Membership in a chapter is not necessary to participate fully in NACDEP activities at the national level.

The Regional Representative will serve as the liaison to the chapters within their region. The chapters will provide a written report of their activities to the Board of Directors, through the regional representative, on an annual basis.

Membership requirements for those chapter members who are also members of NACDEP must comply with Article III Section I (1) of the NACDEP bylaws. Upon agreement with NACDEP Executive Committee, local chapters may collect and remit national dues on behalf of NACDEP. Chartered chapters shall be named (state/regional) Association of Community Development Extension Professionals.

A chapter's affiliation will be terminated by NACDEP if it is found that the chapter in question is not meeting the purposes of NACDEP as specified in Article II of the NACDEP bylaws or is operating in a manner inconsistent with the NACDEP bylaws.

Chapters are encouraged to become aware of all state guidelines related to forming a new organization and to follow the suggested process for their state.

*Special Section for current organizations of community development professionals:*

Several state associations have been in existence prior to the acceptance of this policy. These organizations were established to support Extension work in community, economic, and natural resource development. Some of these associations have already affiliated with NACDEP by sending dues on behalf of their members. Others have anticipated the completion of this policy process to begin that relationship.

These associations will use the same basic process for official NACDEP chapter status with the following exceptions:

1. These associations are already named; some names have references to natural resources due to their membership, including both natural resource and community and economic development professionals. They may keep their current names.

2. In recognition of the fact that some state associations have members with programming responsibilities other than community and economic development, it is acknowledged that these chapters will have some members who are NACDEP members, and others who will choose to have national memberships in organizations such as ANREP.
3. Compliance with the membership requirements in Article III Section I (1) is only required for those state or multi-state association members who are also members of NACDEP.
4. Current awards programs may differ significantly from those of NACDEP. Both NACDEP and these state chapters will endeavor to find ways that award recipients from these chapters can be included in the nomination process for NACDEP awards.

## **SECTION M – NACDEP Awards**

NACDEP offers a series of annual awards to its membership to recognize exemplary service and practice. Each year, the Recognition Committee will put forth the names of members who deserve special recognition in the form of national and regional NACDEP awards. Awards will be based on a calendar-year cycle. Eligibility will be those members who were active in the field during the previous year, unless otherwise stated for a specific award. The committee will notify the membership of award availability and request applications at least 120 days in advance of the annual conference. The Recognition Committee will work with Management Firm to post current application forms on the NACDEP website.

Applications will be due no later than 90 days prior to the conference. Late applications will not be eligible. Applications may be submitted for regional and national consideration or national consideration only (in the case of multi-state and national efforts). Projects or programs can only be submitted in one award category. The Recognition Committee and the Regional Representatives will notify the winners no later than 60 days prior to annual conference. Management Firm is charged with preparation of award plaques and certificates for the award ceremony held during the annual conference. The specific application requirements and evaluation criteria will be developed by the Recognition Committee, approved by the Executive Committee, and posted for that particular year.

All awards applications will be submitted to the Recognition Committee for review and evaluation. Evaluation for all levels (national and regional) will be done by an awards review committee. The scoring from this panel will be used to determine the national and regional award winners. The committee will consist of two representatives and one alternate from each region (with additional alternates appointed on an ad hoc basis, if needed).

For the Distinguished Service Award and the Distinguished Career Award, there will be a national winner, regional winners, and honorable mentions so long as the application meets the minimum meritorious standards as specified on the application. For all other awards, there will be a winner, a runner-up, and honorable mentions. The winner and runner-up must meet the minimum meritorious standard of 75 points. Any honorable mentions would go to those award applications that are not among the top two nationally or in a region and have achieved a superior merit score of at least 90 points.

The following NACDEP awards will be given annually:



## **1. NACDEP Distinguished Service Award**

This national award recognizes a NACDEP member who is actively involved in service to NACDEP and has contributed significantly to the organization for three years as of January 1 of current year. Eligible recipients include members who are in good standing in the immediate past year as well as the current year. Self-nominations will not be accepted.-The successful applicant must demonstrate at least three (3) years of service to NACDEP, including service in the current year. This award will be given at both the national and regional levels, with the national recipient selected from the regional winners. The national winner and regional winners will receive a plaque. The Distinguished Service Award may be received only once.

Criteria for applications are:

- Actively involved in service to the NACDEP organization (25 points)
- Special contributions to the organization (30 points)
- Years of continuous service in the leadership or development of NACDEP (25 points)
- Professional attitude and leadership ability (20 points)

In addition to a completed application form, each nomination will include:

- An attachment with the nominee's name, address, state, and e-mail address, and a 250-word summary of the nominee's service to NACDEP, as well as special contributions to the organization (anything more than 250 words is not acceptable)
- Two letters of support (one page, single-spaced)

## **2. NACDEP Distinguished Career Award**

This national award recognizes a NACDEP member who is actively engaged in Extension community development programs and who has served more than seven years as of January 1 of current year in Extension community development programming. States or units (NIFA or Regional Rural Development Centers) may recommend one Distinguished Career Award recipient. This award will be given at both the national and regional levels, with the national recipient selected from the regional winners. The national winner and regional winners will receive a plaque.

The Distinguished Career Award may be received only once.

Eligible recipients include members who are in good standing in the immediate past year as well as the current year. In addition, the individual has served more than seven years as of January 1 of the current year in Extension community development programs. Members recommended must be actively engaged in Extension community development programs as of the date the selections are made.

Criteria for application evaluation are:

- Professional attitude, work with a professional association, Extension committee work and responsibilities (15 points)
- Professional improvement including advanced formal education and supplemental training including attendance NACDEP Annual Conferences (15 points)
- Professional accomplishments, size and depth of programs created and implemented, demonstrated program improvements and program innovation (50 points)
- Personal interests and activities related to community development (15 points)
- Honors and awards received related to Extension and/or community development (5 points)

In addition to a completed application form, each nomination will include:

- An attachment with the nominee's name, address, state, and e-mail address, and a 250-word summary of the nominee's career accomplishments, as well as special contributions to the organization (anything more than 250 words is not acceptable)
- Two letters of support (one page, single-spaced)

### **3. NACDEP Diversity Award: Individual or Team**

This national award recognizes a NACDEP member or group of members who have developed an outstanding effort or program that ensures meaningful diversity and inclusiveness. This award will be given at both the national and regional levels, with the national recipient selected from the pool of regional award winners. Regional winners and runners-up will receive a certificate. The national winner will receive a plaque at the National Annual Conference and the national runner-up and any honorable mention a certificate.

- Eligible individual recipients must be current members of NACDEP, and a team leader and at least two-fifths of team applicants must be NACDEP members. Members may prepare one application for each category (Individual and Team) annually. Applications may focus upon community, sub-state region or state programming, and programs nominated must have been active the previous calendar year.
- Criteria for evaluation are:
- Purpose reflects and recognizes outstanding efforts and accomplishments in achieving and sustaining diversity in community development Extension programs and/or audiences (25 points)
- Applicant's efforts foster an environment of diversity and inclusiveness (15 points)
- As a result of a programmatic effort, a significant change occurred (15 points)
- Creative methods used to accomplish program's goals and objectives (15 points)
- Program demonstrated uniqueness and difference to warrant recognition (15 points)
- Methods were used to promote retention of diverse audiences (15 points)

### **4. NACDEP Educational Materials Award: Individual or Team**

This national award recognizes a NACDEP member or group of members who have developed outstanding materials that educate through accurate, concise information. Entries can consist one of more pieces made up of materials such as exhibit, feature, story, media presentation, news story, periodical publication, personal column, published photograph, radio program, video program, website, or PowerPoint slide set. This award will be given at both the national and regional levels. Regional winners and runners-up will receive a certificate. The national winner will receive a plaque at the National Annual Conference and the national runner-up and any honorable mention a certificate.

Eligible individual recipients must be current members of NACDEP, and a team leader and at least two-fifths of team applicants must also be NACDEP members. The entry must be one piece and apply to one subject. Multi-media such as websites, PowerPoint, video, audio, and overheads may be included with the entry. Promotional pieces will be disqualified. Programs and materials nominated must have been active and utilized the previous calendar year.

Criteria for application evaluation are:

#### *Content*

- Accurate, credible information and research based as applies (20 points)
- Concise, yet includes all essential information (15 points)
- Designed to make audience understand/become aware/informed/educated (15 points)
- Well written, using correct grammar, well-structured paragraphs (10 points)

- Is the subject matter practical and educational? (10 points)
- Holds the attention of the reader/user (10 points)

*Appearance*

- Neat, clear and clean-cut (10 points)
- User friendly (10 points)

**5. NACDEP Educational Technology Award: Individual or Team**

This national award recognizes a NACDEP member or group of members for the use of technology in delivering or managing educational programs, in expanding the use of technology in community development work, and/or the use of educational technology to promote logical, problem-solving techniques. This award will be given at both the national and regional levels. Regional winners and runners-up will receive a certificate. The national winner will receive a plaque at the National Annual Conference and the national runner-up and any honorable mention a certificate.

Eligible individual recipients must be current members of NACDEP, and a team leader and at least two-fifths of team applicants must be NACDEP members. Members may prepare one application for each category (Individual and Team) annually. Applications may focus upon community, sub-state region or state programming, and programs nominated must have been active the previous calendar year.

Criteria for application evaluation are:

- Clear and concise objectives (30 points)
- Appropriate application of technology to educational/promotional program (30 points)
- Impact to intended audience according to its stated objectives (40 points)

**6. NACDEP Excellence in Community Development Work Award: Individual or Team**

This national award recognizes a NACDEP member or group of members for outstanding programs in any aspect of community development work or for program accomplishments relative to scholarly and creative activities, teaching and/or research effectiveness, and to show evidence or collaboration with others who help meet community development needs. This award will be given at both the national and regional levels. Regional winners and runners-up will receive a certificate. The national winner will receive a plaque at the National Annual Conference and the national runner-up and any honorable mention a certificate.

Eligible individual recipients must be current members of NACDEP, and a team leader and at least two-fifths of team applicants must be NACDEP members. Members may prepare one application for each category (Individual and Team) annually. Applications may focus upon community, sub-state region or state programming, and efforts nominated must have occurred the previous calendar year.

Criteria for application evaluation are:

- Documentation of community need or opportunity (20 points)
- Objectives (10 points)
- Overview, including resource acquisition (10 points)
- Evaluation process (10 points)
- Impact of program (25 points)
- Renewability or sustainability (5 points)
- Collaboration (20 points)

## **7. NACDEP Innovation Award**

This national award recognizes a NACDEP member or group of members for innovation and creativity in community development programming. This award will be given at both the national and regional levels. Regional winners and runners-up will receive a certificate. The national winner will receive a plaque at the National Annual Conference and the national runner-up and any honorable mention a certificate.

Eligible individual recipients must be current members of NACDEP, and a team leader and at least two-fifths of team applicants must be NACDEP members. Members may prepare one application for each category (Individual and Team) annually. Applications may focus upon community, sub-state region or state programming, and efforts nominated must have occurred the previous calendar year.

Criteria for application evaluation are:

- Documentation of community need or opportunity requiring new or different solutions (30 points)
- Program goals and objectives demonstrated innovation, uniqueness or creativity (30 points)
- Evaluation process (10 points)
- Impact of program (30 points)

## **8. NACDEP Excellence in Teamwork Award**

This national award recognizes outstanding Extension programming or projects conducted by a team that involves a NACDEP member or group of members that demonstrates effective performance and significant results (impact) at the community, area, state, or multi-state level. This award will be given at both the national and regional levels. Regional winners and runners-up will receive a certificate. The national winner will receive a plaque at the National Annual Conference and the national runner-up and any honorable mention a certificate.

Entries must be submitted by a team. A team leader and at least two-fifths of team applications must be NACDEP members. All program entries must be conducted during the previous year.

Criteria for application evaluation are:

- Successful outcomes/results/impacts related to the goals/objectives (60 points)
- Uniqueness/need of program (20 points)
- Collaboration (20 points)

## **9. NACDEP Cross-Program Area Award**

In the spirit of “Cooperative Extension”, this national award recognizes excellence in Extension work that combines or integrates CRED (Community Resource and Economic Development) work with other program areas. This award will be given at both the national and regional levels. Regional winners and runners-up will receive a certificate. The national winner will receive a plaque at the National Annual Conference and the national runner-up and any honorable mention a certificate.

Eligible individual recipients must be current members of NACDEP. At least one team member must be a member of NACDEP and employed at the time of the activity.. Members may prepare one application for each category (Individual and Team) annually. Applications may focus upon community, sub-state region or state programming, and programs nominated must have been active the previous calendar year.

Criteria for application evaluation are:

*Community Contributions/Accomplishments*

- Purpose reflects and recognizes outstanding efforts and accomplishments in operating across different Extension programs (25 points)
- Applicant's efforts demonstrates involvement of multiple Extension groups or constituencies (15 points)
- As a result of programmatic effort a significant change occurred or significant outcomes achieved (20 points)

*Creative and Innovative Methods*

- Creative methods were used to accomplish programs goals and objectives (15 points)
- Program demonstrated uniqueness and difference to warrant recognition (15 points)
- Methods encouraged cooperation and co-programming with non-CRED units within Extension (10 points)

**10. JCEP Awards**

The Joint Council of Extension Professionals may have an award or awards for which NACDEP members and teams including NACDEP members may apply.

The details of those awards and the application process are is explained on the JCEP website (jcep.org). NACDEP will post information about these awards to its website. Eligible members – especially national and regional NACDEP award winners – and encouraged to apply for these JCEP honors.

**11. Special Awards**

The Recognition Committee, with approval of the NACDEP Board, may create special program or project one-time awards in a particular year.

**SECTION O: Communications Policies of NACDEP**

**1. NACDEP Newsletter**

NACDEP's newsletter is designed to share timely, relevant content to the membership on a quarterly basis (March, June, September, and December). Each newsletter has a regional focus that rotates among the four regions so that each one is highlighted once annually. The Communications Committee is responsible for selecting content based upon items submitted. Selection of the Editor is made by the Communications Committee for an indefinite term. The Editor will work with NACDEP's Management Firm to send out requests for articles. Any current member of NACDEP may submit content for inclusion in the quarterly newsletter. Deadlines for content submissions is one week prior to publication date. Special editions of the newsletter may be issued with approval from NACDEP's President.

**2. NACDEP Email Distribution List**

NACDEP maintains multiple email distribution lists. The official list of current members is based on records in NACDEP's MemberClicks data management system indicating that dues have been paid for the current year. NACDEP members may message members directly through the website (powered by MemberClicks). NACDEP members and the public can access contact information about members through the website. Committees and Circles can also be established through the website to allow

members to communicate with a group of members. NACDEP also maintains a broader distribution list of current members, partners, past members and others.

Mass email communications to all current members or the broader list can be sent by NACDEP's Management Firm with approval of the President. As a general rule, these communications are limited to urgent NACDEP business. The purpose of this policy is to keep members from being inundated with emails from NACDEP. Individuals wishing to publicize events or other items of interest to NACDEP members should request this through the NACDEP Newsletter article submission process.

### **3. NACDEP Social Media Sites**

The Management Firm serves as the primary site manager for NACDEP social media sites with the Communications Committee assisting on content. As social media is a contributory method of communication, all NACDEP members in good standing are allowed to view and post content. However, all communication will be monitored by the site manager and the Communications Committee. Board of Directors and committee chairs may be granted administrator or editor rights at the discretion of the President or Communication Committee Chair.

### **4. NACDEP Website**

The Management Firm serves as the primary site manager for NACDEP website with the Communications Committee and Executive Committee assisting on content. The site contains organizational background information, news items, conference opportunities and proceedings, membership information, resources, and forms. Most of the content is viewable by the general public. Other individuals wishing to submit information for posting should contact the Communications Committee Chair and Management Firm.

## **Appendix A: Organizational and Structural Documents**

Contact NACDEP or the contracted management firm for copies of:

- Bylaws (also online at [www.nacdep.net](http://www.nacdep.net))
- Articles of Incorporation
- Organization Tax Exempt Status with Internal Revenue Service
- Certificate of Incorporation

## **Appendix B: Financial Forms**

The following are posted online at <http://www.nacdep.net/forms>:

- NACDEP W-9
- Reimbursement Request Form
- Credit Card Policy Signature Form

## Appendix C: Required IRS Policies

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### NACDEP WHISTLEBLOWER PROTECTION POLICY

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**Reporting Responsibility.** The National Association of Community Development Extension Professionals (the “Association”) expects directors, officers, employees, independent contractors and members to report suspected violation of NACDEP policies, including illegal or improper conduct by NACDEP itself, by its leadership or by others on its behalf. Suspected conduct that should be reported would include, for example:

- supplying false or misleading information on the Association’s financial or other public documents, including its Form 990;
- providing false information to or withholding material information from the Association’s independent auditors;
- destroying (other than as permitted by the Association’s Record Retention and Destruction Policy), falsifying or concealing any records that are official documents of the Association;
- embezzling or stealing the Association’s funds or other assets;
- paying for services or goods that are not rendered or delivered. or “laundering” funds;
- violating the Association’s Conflict-of-Interest Policy, Whistleblower Protection Policy, or Record Retention and Destruction Policy; and
- Facilitating or concealing any of the above or similar actions.

**No Retaliation.** The Association’s policy is that no director, officer, employee, independent contractor or member who in good faith reports a suspected violation will suffer harassment, retaliation or adverse consequence even if the report is mistaken, or against any other person who assists in the investigation of a reported violation. An employee, independent contractor, officer or director or member who retaliates against someone who has reported a violation in good faith is subject to disciplinary action up to and including termination of employment or other engagement or removal from a leadership position and/or membership in the Association.. The Association reserves the right to discipline persons who make bad faith, knowingly false or vexatious complaints, reports or inquiries or who otherwise abuse this policy.

**Reporting Process.** Suspected violations should be reported to the Association’s President and Chief Executive Officer or Chairman of the Board or, if both of those persons are implicated in the suspected violation, to the Association’s Vice Chairman or Chairman of Finance. Reports should identify the reporting person and describe in detail the specific facts that have caused the reporting person to suspect a violation. Reports will be kept confidential except to the extent necessary to conduct a complete and fair investigation. While a report may be submitted anonymously, the reporting person should understand that anonymity may impede the Association’s ability to conduct a complete investigation.

**Response.** Upon receipt of a report of a suspected violation, the Association will conduct a prompt, complete and fair investigation, consulting with outside counsel or accountants where deemed appropriate. A report of findings will be submitted to the NACDEP Board, with recommendations for action (if any).

*This policy was adopted by the Association’s Board of Directors on October 12, 2012*



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## NACDEP RECORD RETENTION AND DESTRUCTION POLICY

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1. **Policy.** This Record Retention and Destruction Policy (this “Policy”) represents the policy of the National Association of Community Development Extension Professionals (the “Association”) regarding the retention and destruction or deletion of documents and records, whether in written or electronic form.
2. **Purpose.** The purpose of this Policy is to (a) ensure that necessary paper and electronic records and documents are adequately maintained; (b) minimize the Association’s cost of document retention while still properly retaining documents; (c) aid the Association’s employees<sup>1</sup> in understanding their obligations in retaining paper and electronic documents; and (d) ensure that paper and electronic records that are no longer required by the Association are discarded or deleted at a proper and uniform time.
3. **Compliance with Law.** In accordance with 18 U.S.C. § 1519, the Association will not knowingly destroy a document with the intent to obstruct or influence an “investigation or proper administration of any matter within the jurisdiction of any department or agency of the United States . . . or in relation to or in contemplation of such matter or case.”
4. **Modification of the Policy.** The retention periods outlined in this Policy may be increased by government regulation, judicial or administrative action, private or governmental contract, pending litigation or audit. When appropriate, the Administrator (as defined below) will issue a memorandum to all employees, instructing them regarding the appropriate response to such modifications.
5. **Suspension of the Policy--Litigation Hold.** In the event (a) the Association is served with any subpoena or request for documents, (b) any employee of the Association becomes aware of a governmental investigation or audit relating to the Association, (c) any litigation is commenced against the Association or (d) the Association plans to institute litigation against any third party, the destruction or deletion of records relating to the matter will be suspended (such suspension being referred to as a “Litigation Hold”). The Litigation Hold will be communicated by the Administrator (as defined below) to all employees and management services providers having access to relevant records by means of a “Litigation Hold Notice” describing the nature of the proceeding giving rise to the Litigation Hold and the categories of documents to be retained. As of the date of delivery of the Litigation Hold Notice, any further destruction or deletion of such documents will be suspended until such time as the Administrator, with the advice of counsel, determines otherwise.
6. **Administration.** The Record Retention Schedule attached hereto as Exhibit A is approved as the initial maintenance, retention and disposal schedule for the Association’s paper and electronic records and documents. The administrator of this Policy (the “Administrator”) shall be the President and Chief Executive Officer, or such other officer as is designated by the President and

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<sup>1</sup> The term “employees” includes both direct employees of the Association and independent contractors, or employees of independent contractors, who are engaged to provide management services on behalf of the Association.

Chief Executive Officer. The Administrator shall be charged with implementing such processes and procedures as the Administrator deems necessary and appropriate to ensure that the Record Retention Schedule is followed, including policies and procedures to be followed by management services providers who maintain custody or control of any records or documents of the Association on its behalf. The Administrator is also authorized and directed to: (a) review this Policy at least annually; (b) monitor, in consultation with the Association's legal counsel, local state and federal laws affecting record retention; (c) make modifications to the Record Retention Schedule as necessary to ensure that it is in compliance with local, state and federal laws and includes appropriate document and record categories for the Association; and (d) monitor compliance with this Policy.

7. **Types of Documents Covered by the Policy.** This Policy applies to paper documents, as well as emails, pdfs and other electronic documents and records generated in the course of the Association's business.
8. **Personal Computers.** Employees may use personal computers to remotely view or access the Association's documents and records, and to review and send emails relating to the Association's business. However, all such documents and records, including emails, must reside on the Association's computer systems.

*This Policy was approved by the Association's Board of Directors on October 12, 2012*

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## **NACDEP CONFLICTS OF INTEREST POLICY**

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### **ARTICLE I - PURPOSE**

The purpose of the Conflicts of Interest Policy is adopted by the Board of Directors of the National Association of Community Development Extension Professionals (the "Association") to protect the Association's interest when it is contemplating entering into a transaction or arrangement that might benefit the private interest of a director, officer, member of a committee with board-delegated powers, key employee or material vendor of the Association. This policy is intended to supplement but not replace any applicable State laws governing conflicts of interest applicable to non-profit corporations.

### **ARTICLE II – DEFINITIONS**

1. **Interested Person.** Any director, officer, member of a committee with board-delegated powers, key employee or material vendor who has a direct or indirect Financial Interest (as defined below), is an "Interested Person". If a person is an Interested Person with respect to any Chapter of the Association, he or she is an interested person with respect to the Association. A material vendor is a vendor to the Association whose annual billings for services to the Association and/or its Chapters exceed \$200,000.
2. **Financial Interest.** A person has a "Financial Interest" if the person has, directly or indirectly, through business, investment or family members:

- (a) an ownership or investment interest in any entity with which the Association has a transaction or arrangement; or
- (b) a compensation arrangement with the Association or with any entity or individual with which the Association has a transaction or arrangement; or
- (c) a potential ownership or investment interest in or compensation arrangement with any entity or individual with which the Association is negotiating a transaction or arrangement.

Compensation includes direct and indirect remuneration, as well as gifts or favors that are substantial in nature.

- 3. Family Members. A “Family Member” is a spouse, parent, child, spouse of a child, brother, sister, or spouse of a brother or sister of a director, officer, member of a committee with board-delegated powers, key employee or material vendor.

### **ARTICLE III - PROCEDURES**

- 1. Duty to Disclose. In connection with any actual or possible conflicts of interest, an Interested Person must disclose the existence and nature of his or her Financial Interest to the directors and members of committees with board-delegated powers considering the proposed transaction or arrangement.
- 2. Determining Whether a Conflict of Interest Exists. After disclosure of the financial interest, the Interested Person shall leave the board or committee meeting while the Financial Interest is discussed and voted upon. The remaining board or committee members shall decide if a conflict of interest exists.
- 3. Procedures for Addressing the Conflict of Interest.
  - (a) The chairperson of the board or committee shall, if appropriate, appoint a disinterested person or committee to investigate alternatives to the proposed transaction or arrangement.
  - (b) After exercising due diligence, the board or committee shall determine whether the Association can obtain a more advantageous transaction or arrangement with reasonable efforts from a person or entity that would not give rise to a conflict of interest.
  - (c) If a more advantageous transaction or arrangement is not reasonably attainable under circumstances that would not give rise to a conflict of interest, the board or committee shall determine by a majority vote of the disinterested directors whether the transaction or arrangement is in the Association’s best interest and for its own benefit and whether the transaction is fair and reasonable to the Association and shall make its decision as to whether to enter into the transaction or arrangement in conformity with such determination.
- 4. Violations of the Conflicts of Interest Policy.
  - (a) If the board or committee has reasonable cause to believe that a director, officer, member of a committee with board-delegated powers, key employee or material vendor has failed to disclose actual or possible conflicts of interest, it shall inform the member of the basis for such belief and afford such person an opportunity to explain the alleged failure to disclose.

- (b) If, after hearing the response of the director, officer, member of a committee with board-delegated powers, key employee or material vendor and making such further investigation as may be warranted in the circumstances, the board or committee determines that such person has, in fact, failed to disclose an actual or possible conflict of interest, it shall take appropriate disciplinary and correction action.

#### **ARTICLE IV - RECORDS OF PROCEEDINGS**

The minutes of the board and all committees with board-delegated powers shall contain:

- a. the names of the persons who disclosed or otherwise were found to have a financial interest in connection with an actual or possible conflict of interest, the nature of the financial interest, any action taken to determine whether a conflict of interest was present and the board's or committee's decision as to whether a conflict of interest in fact existed; and
- b. the names of the persons who were present for discussions and votes relating to the transaction or arrangement, the content of the discussion, including any alternatives to the proposed transaction or arrangement, and a record of any votes taken in connection therewith.

#### **ARTICLE V - COMPENSATION COMMITTEES**

A voting member of any committee whose jurisdiction includes compensation matters and who receives compensation, directly or indirectly, from the Association for services is precluded from voting on matters pertaining to that member's compensation.

#### **ARTICLE VI - ANNUAL STATEMENTS**

Each director, officer, member of a committee with board-delegated powers, key employee or material vendor shall annually sign a statement which affirms that such person:

- (a) has received a copy of the Conflicts of Interest Policy;
- (b) has read and understands the policy;
- (c) has agreed to comply with the policy; and
- (d) understands that the Association is a not-for-profit organization and that in order to maintain its Federal tax exemption, it must engage primarily in activities which accomplish one or more of its tax exempt purposes.

#### **ARTICLE VII - PERIODIC REVIEWS**

To ensure that the Association operates in a manner consistent with its charitable purposes and that it does not engage in activities that could jeopardize its status as an organization exempt from Federal income tax, periodic reviews shall be conducted. The periodic reviews shall, at a minimum, including the following subject:

- (a) Whether compensation arrangements and benefits are reasonable and are the result of arm's length bargaining.

- (b) Whether acquisitions of services result in inurement or impermissible private benefit.
- (c) Whether partnership and joint venture arrangements and arrangements with other organizations conform to written policies, are properly recorded, reflect reasonable payments for goods and services, further the Association's purposes and do not result in inurement or impermissible private benefit.
- (d) Whether agreements with providers, employees and third party payors further the Association's purposes and do not result in inurement or impermissible private benefit.

#### **ARTICLE VIII - USE OF OUTSIDE EXPERTS**

In conducting the periodic reviews provided for in Article VII, the Association may, but need not, use outside advisors. If outside advisors are used, their use shall not relieve the board of its responsibility for insuring that periodic reviews are conducted.

*This Policy was adopted by the Association's Board of Directors on December 13, 2013*