



Policies & Procedures

June 2026

CoHEsion Policies & Procedures

TABLE OF CONTENTS

Table of Contents	2
1.0 MEETINGS.....	4
1.1 Board Meetings	4
1.2 Committee Meetings	4
1.3 Annual Business Meeting of the Membership	4
2.0 EXPENSES/REIMBURSEMENTS	4
2.1 Travel Expense Reimbursements	4
2.2 Expense Advances	5
2.3 Guest Attendance & Expenses	5
2.4 Other Reimbursable Expenses	5
2.5 Reimbursement Procedure	5
3.0 CONFERENCE ADMINISTRATION	6
3.1 Registration Fees	6
3.2 Registration Fee and / or Conference Registration Cancellations	6
3.3 Registration Waivers	6
3.4 Room Upgrades.....	6
3.5 Honoraria (also found in Conference Committee Handbook)	7
3.6 Handouts.....	7
3.7 Audio/Visual (AV)	7
3.8 Presentation Standards.....	7
3.9 Consultants	8
3.10 Non-Licensed Prospective Clients	8
3.11 Vendor/Exhibitor Sponsorship & Advertising	8
3.12 Avoidance of Special Holidays & Other Conferences.....	8
3.13 Site Selection.....	8
4.0 MEMBERSHIP SERVICES.....	8
4.1 Website	9
4.2 Awards	9
5.0 RECORDS AND PROPERTY MANAGEMENT	9
5.1 Records.....	9
5.2 Record Retention	10
5.3 Assets	11
5.4 Policy and Procedures Version Numbering.....	11
6.0 FINANCE AND INVESTMENT	11
6.1 Reserves	11

6.2	Conference Financial Objectives	12
6.3	Investment Philosophy.....	12
6.4	Allowable Investments.....	12
6.5	External Reviews	12
6.6	Signature Authority.....	12
6.7	Insurance.....	12
6.8	CoHEsion Corporate Credit Card.....	12
7.0	ORGANIZATION AND STRUCTURE	13
7.1	Board.....	13
7.2	CoHEsion Conference CHAIRS	13
7.3	CoHEsion CONFERENCE Committee.....	13
7.4	Business Officer	14
Appendix A.....		15
A.1	BOARD MEMBERS	15
A.2	PURPOSE	15
A.3	RESPONSIBILITIES	15
A.4	QUALIFICATIONS	15
A.5	TERMS	15
A.6	UNEXPECTED VACANCY	15
A.7	NOMINATION AND ELECTION PROCESS.....	16
A.8	NOMINATIONS AND ELECTION TIMETABLE	16
A.9	BOARD POSITIONS AND THEIR ROLES.....	17

1.0 MEETINGS

1.1 BOARD MEETINGS

The Board will meet at least two (2) times per year in person. The Board may agree to hold other meetings during the year as necessary to manage the activities related to the corporate entity and to provide leadership.

1.2 COMMITTEE MEETINGS

Committee meetings and other meetings may be held as necessary with prior Board approval.

1.3 ANNUAL BUSINESS MEETING OF THE MEMBERSHIP

An annual business meeting of the membership shall take place at all conferences.

2.0 EXPENSES/REIMBURSEMENTS

Board and Committee Members will be reimbursed for actual and necessary expenses incurred because of participation in official CoHEsion business. Such individuals should make every effort to be frugal and conservative in their use of CoHEsion funds to keep administrative costs to a minimum. All reimbursement requests will be evaluated by the Treasurer for appropriateness and reasonableness. Claimants should not be unduly benefited personally by their participation with CoHEsion. The Treasurer is given authority to administer this policy and will notify the President of any policy abuse. Any exceptions to these policies must be approved in advance.

2.1 TRAVEL EXPENSE REIMBURSEMENTS

- 2.1.1 Board/Committee Meetings:** Normal and usual expenses incurred because of participation in these meetings or while performing other Board-authorized duties will be reimbursed.
- 2.1.2 Expense Report:** A CoHEsion expense report with all supporting receipts and signed expense form must be approved by the Treasurer before payment can be made. The receipts and expense form may be the originals or scanned and sent electronically.
- 2.1.3 Board and Committee Members Travel expenses:** Board and Committee members should use good judgment when making travel arrangements and reduce costs whenever possible by using supersaver and discounted fares. Transportation to and from airport/hotel, airport parking, and hotel parking expenses will be reimbursed. Travel expenses by personal automobile will be reimbursed at the current rate allowed by the IRS. Limo/Town Car/Taxi between home and airport more than \$50 one way requires justification in writing. Air travel is the CoHEsion norm. Other modes of transportation may be mandated or approved by the Board. Alternate modes of travel are generally reimbursable up to the lesser of the most reasonable airfare or the alternate travel. The member is required to provide a cost comparison (see Policy #2.4).
- 2.1.4 Hotel accommodations:** All hotel accommodations should be booked at conference facilities. Allowable charges generally are limited to single room rate. Alternative arrangements must be approved in advance by the President or the Treasurer. Whenever practical, hotels should be asked to provide complimentary room accommodations.
- 2.1.5 Meals:** Daily limit for meals (exclusive of gratuities) when traveling is \$75. Actual costs will be reimbursed up to the maximum upon submission of required receipts; however, the Treasurer,

where appropriate, has the authority to make exceptions to the maximum where meal costs are high. Persons who pay for group meals should list the names of persons for whom the meals were paid. If an attendee elects not to attend a group meal function, no reimbursement is paid for that alternate meal.

- 2.1.6 Miscellaneous Expenses:** Baggage handling, reasonable personal telephone calls not to exceed \$10 a day supported by receipt(s), taxi fares, and gratuities are reimbursable expenses. Gratuities should be included with the service to which they pertain and not to exceed 20%. Exceptions will be determined by the Treasurer. Business-related telephone calls made to a claimant's employing institution are not generally reimbursable by CoHEsion. Internet access fees are reimbursable at a maximum of \$15/day.

2.2 EXPENSE ADVANCES

An individual may request an advance of funds to cover necessary expenditures (associated with travel) for official CoHEsion business. Individuals should submit a detailed request to the CoHEsion Board Treasurer at least 30 days prior to needing the funds. The amount for travel advances shall not exceed 80% of estimated allowable expenses prescribed in Policy 2.1. A detailed estimate of expenses must accompany the request for an advance. The Treasurer will have the authority to approve advances. Final settlement of travel reimbursement requests (including reference to any applicable advances), with appropriate documentation of expenditures, must be submitted within 15 days of incurring the expense.

2.3 GUEST ATTENDANCE & EXPENSES

- 2.3.1 Guest Attendance at Planning Meetings:** Due to the focused nature of Conference and Program planning meetings, guest attendance is discouraged. Guests are not allowed to attend the planning meeting. Allowable charges will be limited to single room rate (see policy 2.1.4) and guest meals will not be covered. Exceptions must receive prior Board approval.
- 2.3.2 Board Guest at Board Meetings and Events:** Board members may bring a guest to a Board meeting or event with prior approval of the Board.

2.4 OTHER REIMBURSABLE EXPENSES

Actual expenses, supported by receipts, incurred by a member or an institution as a result of conducting official CoHEsion business as directed by the Board, will be reimbursed. However, any such expenses not previously built into the approved conference or administrative budgets must be approved in advance by the Board.

2.5 REIMBURSEMENT PROCEDURE

Expense reimbursement forms shall be submitted as directed with the appropriate supporting documentation. Reimbursements will be made in as timely a manner as possible upon receipt of proper documentation. Business, as directed by the Board, will be reimbursed. However, any such expenses not previously built into the approved conference or administrative budgets must be approved in advance by the Board. Airfare may be reimbursed in advance of travel; however, if the attendee is unable to attend the meeting as scheduled, the entire amount of the airfare is due to CoHEsion.

3.0 CONFERENCE ADMINISTRATION

3.1 REGISTRATION FEES

3.1.1 Conference Registration Fee: The Conference registration fee is set by the Board following the approval of the conference budget prepared by the Treasurer, Conference Chair and Vice Chair. The registration fee includes the administrative fee and the conference fee. **NOTE:** All CoHEsion registrations include a non-refundable \$100 administration fee. CoHEsion will allow a transfer of registration to a replacement attendee at no cost.

3.1.2 Guest Registration Fee: The Guest registration fee is also set by the Conference Chair following the approval of the conference budget. The guest registration fee should cover the actual cost of guest attendance at the specific functions to which it applies. All guests attending these functions must pay the guest registration fee.

3.2 REGISTRATION FEE AND / OR CONFERENCE REGISTRATION CANCELLATIONS

3.2.1 Conference registrations may be canceled, and registration fees returned, less a non-refundable \$100 administrative fee, if CoHEsion is notified in writing by published cancellation date prior to the start of the conference. Refunds will not be made for cancellations received after the cancellation deadline. Exceptions may be granted on a case-by-case basis by the Board (e.g., for medical emergencies). The refund is handled as a full credit, less administrative fee, to be used by the attendee or anyone from his/her institution for the following years' CoHEsion conference.

3.2.2 Substitutions: Institutions may choose to substitute conference attendees if necessary. CoHEsion should be notified at least one week prior to the conference if one attendee will be substituting for another registered attendee so that an accurate list of attendees can be prepared. The transfer of registration to a replacement will be performed at no cost.

3.3 REGISTRATION WAIVERS

3.3.1 Conference Registration Fee Waivers: The waiver goes to the following:

- Members of the Board of Directors.
- Conference Chairs (CH).
- Track Chairs.
- Contracted Conference Logistic Support personnel (to be approved by the CoHEsion Board).
- CoHEsion Support Personnel, as defined in the CoHEsion Support Contracts.

3.3.2 Waiver Limitations: For Conference Chairs and Program Committee members. The waiver is for the year that the attendee is a current committee or board member.

3.3.3 Non-Exhibiting Vendors: A non-exhibiting vendor registration fee will apply to "outside presenters"; however, the CoHEsion Board Liaison has the authority to waive this fee in cases where the presenter is from a governmental or non-profit agency or similar circumstances so warrant. The presenter may attend one of the day's meal functions (breakfast or lunch).

3.4 ROOM UPGRADES

The conference will utilize room credits, suites, staff rates, etc., as set forth in contractual arrangements with the hotel(s), and will apply upgrades as permitted in the following sequence:

1. Conference Chair (Board Liaison)
2. Vice Conference Chair (Board Liaison)
3. Program Chair
4. Vice Program Chair
5. Board President
6. Board members in attendance
7. Track Chairs

3.5 HONORARIA (ALSO FOUND IN CONFERENCE COMMITTEE HANDBOOK)

- 3.5.1 Presenter Registration Fee Reduction:** Presenters (including pre/post conference presenters) may receive a \$75 reduction in registration fee for acting as lead presenter (exceptions may be considered).
- 3.5.2 Conference Chairs (CH) Members:** The Program Chair and Vice-Program Chair may receive an honorarium of \$250 each and a complimentary upgrade and/or complimentary accommodations (dependent on signed hotel contract).
- 3.5.3 Track Chairs:** Track chairs may receive a complimentary upgrade or staff rate for room nights (dependent on signed hotel contract).
- 3.5.4 Other Conference Committee members:** May receive an honorarium of one (1) paid hotel night.
- 3.5.5 Exhibitor Presenters:** Vendor/Exhibitor presenters are not eligible to receive honoraria.
- 3.5.6 Pre/Post Presenters:** Non-vendor presenters will receive a \$50 Amazon gift card.

3.6 HANDOUTS

The conference has a secure website where attendees are able to access presentation handouts at least one (1) week prior to the beginning of the conference. Presenters who do not meet the web deadline should bring their own handouts.

3.7 AUDIO/VISUAL (AV)

The conference will provide, at conference expense, all reasonable AV equipment within budget. AV basic package should include:

- Screens.
- Microphones.
- Lecterns.
- Computer projection equipment.
- Internet connectivity.
- Presenters are responsible for bringing a laptop for their presentations and any necessary adaptors, connectors, or auxiliary equipment necessary to connect to projection equipment.

3.8 PRESENTATION STANDARDS

Conference presentations should be presented in a manner that is within the guidelines described in the Presenter Handbook. The official presentation template to be used at CoHEsion conferences, in accordance with these guidelines, is available online at www.CoHEsionCentral.org.

3.9 CONSULTANTS

- 3.9.1 Presentations, Registration Fee, and Honorarium:** Presentations from Non-Corporate Sponsor employees or consultants should be made only with a presenter(s) from a member institution. Registration fees will **not** be waived for consultants, nor will they receive an honorarium.
- 3.9.2 Attendance at Conference:** Consultants will not be allowed to attend the conference without representing an institution and may be required to sign one or more non-disclosure agreements provided by the Sponsors.
- 3.9.3** Sponsors will be notified when a consultant registers for a conference. Sponsors will advise the Board of Directors if there is concern. The Board shall then take appropriate action.

3.10 NON-LICENSED PROSPECTIVE CLIENTS

Sponsors are authorized to invite non-licensed prospective clients. Non-licensed prospective clients must pay all conference registration fees.

3.11 VENDOR/EXHIBITOR SPONSORSHIP & ADVERTISING

- 3.11.1 Conference Participation:** Vendors/Exhibitors are encouraged to participate in the conference to enhance conference content and offset conference expenditures. The Board will be sensitive to sponsor concerns regarding Vendors/Exhibitors and take appropriate action. Vendor participants are prohibited from attending sessions that cover a product/service for which they are considered a competitor. CoHEsion asks that exhibitors cooperate with other exhibitors and the Conference Committee by departing from any presentation they are asked to leave.
- 3.11.2 Conference Fees/Sponsorship:** The Board will establish appropriate fees and sponsorship opportunities for vendors/exhibitors. Review <https://cohesioncentral.org/exhibitor-sponsorship>.
- 3.11.4 Conference Attendee List:** The Board will provide an electronic attendee list 2 weeks prior to conference dates, which includes email and mailing addresses.

3.12 AVOIDANCE OF SPECIAL HOLIDAYS & OTHER CONFERENCES

Conference dates should be carefully selected to avoid special holidays, such as religious holidays, and other conferences to which a significant number of members might be expected to attend.

3.13 SITE SELECTION

The CoHEsion Board of Directors will solicit and negotiate potential future conference sites.

4.0 MEMBERSHIP SERVICES

The following services are available to any current member. An individual becomes a member by purchasing a one-year membership from CoHEsionCentral.org which also provides a significant discount when registering for a conference.

4.1 WEBSITE

4.1.1 A secure website of pertinent user information will be maintained. The website information includes, but is not limited to:

- Conferences.
- Newsletter.
- Vendor information.

4.2 AWARDS

4.2.1 Presenter Award: Presenter award will be determined by a random drawing from all conference presenters. The winner will receive a free registration for the next year's CoHEsion conference.

4.2.2 The Presidential Service Award ("The Ruby"): There shall be one (1) award presented each year. The CoHEsion Board President will select the person who meets the characteristics in section 4.3.2.1. This annual award consists of a plaque and a monetary award in an amount determined by the board, up to \$300.

4.2.2.1 Characteristics:

- Outstanding leadership and vision in an area or activity of CoHEsion.
- Made a notable or important contribution to CoHEsion. This may include, but is not limited to, the CoHEsion Board and Conference/Program Committee.
- Continuing excellence and commitment to the organization with the goals of the organization always before personal aspirations.
- Continuing commitment to service in the organization.
- Willingly taken on tasks that support the goals of the organization no matter how mundane or difficult.

4.2.2.2 Qualifications for Award:

- Current CoHEsion member who has regularly attended CoHEsion Summit/Ellucian Live conferences.
- An award-winning member is not eligible for another award for a period of three (3) years
- Current board members are not eligible.

5.0 RECORDS AND PROPERTY MANAGEMENT

This policy identifies and clarifies requirements, administrative roles/responsibilities, and the scope of Records and Property Management for CoHEsion. No official or agent has, by virtue of their position, any personal or property rights to official records even though they may have helped develop or compile them. Unauthorized destruction, removal from files, or personal use of official records is prohibited.

5.1 RECORDS

The specific objective of these policies is to meet legal, fiscal, administrative, and historical requirements by managing records throughout their life cycle.

5.1.1 General Policy: In managing such documentation, it is the general policy of CoHEsion to:

- Create only the records it needs.
- Retain records according to established Records Retention Schedules.
- Maintain active and inactive records in appropriate storage equipment and locations.
- Archive records of historical significance.

- Identify and protect vital records.
- Discard records no longer required.

5.1.2 Maintenance of Records: Each official or agent of CoHEsion is responsible for the maintenance of records within his/her control. During and at the end of his/her term of office, all appropriate records in any format will be forwarded to the designated records manager.

5.1.3 Records Manager: The CoHEsion Board Secretary is the official Records Manager.

5.1.4 Records Definition: Records are the evidence of what the organization does. They capture business activities and transactions such as contract negotiations, business correspondence, personnel files, and financial statements, just to name a few. A record is any recorded information, regardless of medium or characteristics, made or received by an organization that is evidence of its operations and has value requiring its retention for a specific period. This information is significant or vital to the organization and legally recognized with judicial enforceability as a recorded fact. Many copies of a record may exist. Most often the official copy of the record is the original version created by the original author.

5.1.5 Record Formats: A record may exist in several formats including, but not limited to, various sizes of paper (original or photocopy), electronic media, information captured in databases, email and email attachments, optical disk media, CD, photograph and audio, or video tape. Vital records are records essential to the:

- Resumption and/or continuation of operations in the event of a disaster.
- Recreation of the legal and financial status of the entity.
- Fulfillment of the obligations to members, vendors, sponsors, and other parties.

5.1.6 Access to Records: Any member in good standing with CoHEsion may have access to the records of the organization upon written request, except for records relating to personnel matters or containing proprietary information of Sponsors. A request for information must be in writing and specific enough so that the Records Manager will not be overly burdened.

5.1.7 Confidentiality of Association Documents and Data: All records are proprietary information of CoHEsion and distribution of the membership list or other records will be at the discretion of the Board. Appropriate safeguards should be applied to all CoHEsion documents and data.

5.1.8 Storage of Records: All records of CoHEsion should be stored in a prudent manner to protect and preserve them from loss.

5.1.9 Email Records: Always maintain confidentiality when conducting official business through email.

5.1.10 Destruction of Records: Before any records held by a CoHEsion official are destroyed, the official should receive authorization from the Board.

5.2 RECORD RETENTION

RECORD TYPE	DESCRIPTION	VITAL	RETENTION
Treasurer Annual Report	Treasurer annual report to the membership	Yes	Permanent
Award Files	List of award recipients	No	Permanent
Conference planning and program documentation	Record of volunteers, agendas, and other non-financial detail	No	Five (5) years from completion of conference
Board Selection	Noted in Board minutes	No	Permanent
Meeting Minutes	This includes: Committees/Councils – Minutes and records	Yes	Permanent

Contracts	All contracts executed by authority of the CoHEsion Board of Directors	No	Seven (7) years after contract completion
Business Records – Inventory	Records of acquisition, maintenance, and disposal of physical inventory	No	Life of the asset plus three (3) years
Financial Transaction	Detailed financial transaction detail, travel records	No	Seven (7) years from close of fiscal year
Financial Reports	Financial Statements, conference finance reports, tax returns, and other financial reports	Yes	Seven (7) years
Business Records – Other	Insurance records, etc.	No	Three (3) year from close of fiscal year
Business Forms	Any blank forms used to record information (i.e., expense report, nomination form, institutional support forms, etc.)	No	Current and previous version
Policies and Procedures	Formally published policies and procedures	Yes	Three (3) years
Bylaws	Official bylaws of CoHEsion.	Yes	Permanent (versioning required)

5.3 ASSETS

Adequate insurance and adequate inventory records of all physical assets must be maintained. Inventory records should contain identifying information, cost, date of purchase, location, and who is responsible for the item. Assets may be declared surplus and disposed of in a fiscally acceptable manner with the authorization of the President and Treasurer.

5.4 POLICY AND PROCEDURES VERSION NUMBERING

Whenever changes are made from year to year, the major version will begin with version 1.0 and Month Year (Ex: Version 1 February 2022). Each change during that year will increase the sub-version by one (1) (i.e. 1.1). The next version in that year would be 1.2. The change is in the year the edits/updates were agreed upon by the CoHEsion Board. The CoHEsion Board agrees on changes in the next scheduled Board meeting.

6.0 FINANCE AND INVESTMENT

The following guidelines are designed to ensure that CoHEsion financial resources are managed in the most prudent manner.

6.1 RESERVES

Reserves of cash and cash equivalents should be maintained to provide for the continuity of operations and to protect CoHEsion against unanticipated financial losses resulting from any individual conference. Reserve balances should be maintained in the amount of \$250,000 – \$350,000. To the extent that reserves fall outside this range, the Board will adjust future conference fees accordingly. Except in the most extreme circumstances, the Board will avoid reducing the conference fee from one year to the next.

6.2 CONFERENCE FINANCIAL OBJECTIVES

Conference revenues must cover the direct costs of the conference as well as related planning costs. To satisfy these objectives and ensure the maintenance of adequate reserves, conference registration fees should be set at a rate to generate a three-percent surplus (see the above Reserves constraints).

6.3 INVESTMENT PHILOSOPHY

Three (3) factors influence investment considerations relating to CoHEsion funds. In order of importance, these factors are safety, liquidity, and yield. The Board's primary consideration is to ensure that all financial resources are protected against loss. The Board's investment philosophy is to forego potential income rather than subject any assets to undo risk. The amount of cash held outside of income-producing accounts should be kept to a minimum.

6.4 ALLOWABLE INVESTMENTS

The investment options available to the Treasurer include:

1. Certificates of deposit (CD) offered by banks.
2. Money market funds.
3. U.S. Treasury Notes.

6.5 EXTERNAL REVIEWS

An annual external financial review should be conducted to ensure that all financial matters are in order. It is the responsibility of the Treasurer to arrange for this review. The review will be conducted by a Certified Public Accountant (CPA) with no affiliation to the organization. The year-end financial statements will be presented to the Board by the Treasurer.

6.6 SIGNATURE AUTHORITY

The Treasurer is the main signature authority on checking/investment accounts. Large checks require a second signature. This will be performed by the President for checks over \$25,000. In any case, the President will act as backup to the Treasurer as signature authority when the Treasurer is unavailable.

6.7 INSURANCE

Appropriate liability insurance will be maintained to protect CoHEsion's meeting and conference potential liabilities.

6.8 COHESION CORPORATE CREDIT CARD

6.8.1 Cards: CoHEsion authorizes the use of corporate credit cards for official business for board meetings, conference expenses at conferences, and approved purchases necessary to conduct the business of CoHEsion. The credit limit on the card is not to exceed \$10,000. Cardholders are selected from the current board members.

6.8.2 Guarantor: A volunteer (either the President or Treasurer) is required from the board members to guarantee the CoHEsion credit card. The appropriate records will be filed with the issuing bank

with the board member as guarantor on the account. The account guarantor will receive the first card and request access of the other cards on the account.

6.8.3 Guarantor Protection: A certificate of deposit (CD) will be established in the amount of \$10,000 and exist as long as the corporate card is guaranteed by a member of the CoHEsion Board. The purpose of the CD is to protect the corporate card guarantor in the event that CoHEsion becomes insolvent and is unable to cover any outstanding balances. The CD will be placed primarily in the name of the guarantor and a second signature is required to cash the CD. One of the signatures must be the Board Treasurer. The CD will be established at the shortest term available and will automatically roll. In the event the credit limits on the CoHEsion corporate card are adjusted up or down, the value of the CD will be adjusted accordingly. The face value of the CD will not be lower than the card limit.

7.0 ORGANIZATION AND STRUCTURE

7.1 BOARD

7.1.1 Board Members: Qualifications, responsibilities, terms of office, and the nomination process shall be administered as per Appendix A.

7.1.2 Board Member Elections

7.1.2.1 Call for Nominations: Call for Nominations for open Board positions shall occur annually (See Appendix A.8 for Nominations and Elections timetable).

7.1.2.2 Voting: Voting shall be done at the annual membership meeting(s) in an open forum.

7.2 COHESION CONFERENCE CHAIRS

7.2.1 Purpose: The purpose of the CoHEsion Conference Chairs shall be to organize and direct a CoHEsion Conference for the members.

7.2.2 General responsibilities:

- Prepare a conference budget for approval by the Board by winter board meeting.
- Solicit Program Chairs and present to the Board for approval.
- Plan and approve all conference activities.
- Review budget three (3) weeks prior to conference regarding any necessary adjustments pertaining to actual revenue and/or expenses.

7.2.3 Qualifications, Responsibilities, etc.: Qualifications, responsibilities, terms of office, and the appointment process shall be administered as per the Terms of Reference document for the CoHEsion Conference Committee (see the Conference Committee Handbook on <https://cohesioncentral.org/committee-resources>).

7.3 COHESION CONFERENCE COMMITTEE

7.3.1 Purpose: The purpose of the CoHEsion Conference Committee shall be to plan and deliver a well-balanced conference program.

7.3.2 Qualifications, Responsibilities, etc.: Qualifications, responsibilities, terms of office, and the appointment process shall be administered as per the terms of reference document for the Conference Committee (see the Conference Committee Handbook located <https://cohesioncentral.org/committee-resources>).

7.4 BUSINESS OFFICER

7.4.1 Purpose: The purpose of the Business Officer is to ensure organizational efficiency through budget oversight, financial reporting, adhering to policy, and providing support for the organization.

7.4.2 General Responsibilities:

- Recording journal entries, cash receipts, and disbursements.
- Preparing monthly financial statements and bank/credit card reconciliations.
- Preparing the annual conference budget.
- Preparing and maintaining the Board-approved operating budget.
- Coordinating with the Organization's accounting firm to prepare and distribute annual IRS Forms 1099.
- Coordinating with the Organization's accounting firm to prepare and file required annual tax filings.
- Attending the Organization's annual conference.
- Attending onsite Board meetings when requested by the Board.
- Participating in Board monthly calls when requested.
- Training and assisting the Board Treasurer with the event management platform.
- Assisting the Board Treasurer with preparation of the Treasurer's Report for the annual members' meeting.

7.4.3 Qualifications: Five + years in a financial or accounting position. Proficiency in financial management software (preferably QuickBooks) and Excel. Excellent communication skills.

APPENDIX A

BOARD OF DIRECTORS

A.1 BOARD MEMBERS

The Board of Directors will have a minimum of seven (7) members, with the number always being odd.

A.2 PURPOSE

- Oversee the activities related to the corporate entity (i.e., manage the enterprise).
- Provide leadership and direction for conference planning/execution as well as product advocacy.
- Serve as the focal point for executive level interaction with sponsors.

A.3 RESPONSIBILITIES

- Supervision and control of all business activities including conference approval and conduct.
- Execution of product advocacy and member services, the acquisition and/or provision of administrative services.
- Planning and conducting required communication.
- Stewardship.
- Conduct conference survey.

A.4 QUALIFICATIONS

Mandatory qualifications – objective criteria which can be verified easily:

- Employee of an institution of higher education using Banner.
- Current CoHEsion Member.

Preferred qualifications (subjective):

- Has served on a CoHEsion Conference Committee.
- Demonstrate willingness to commit to the CoHEsion Board significant time and effort.
- Exhibit a history of modeling and encouraging others to work as a team.
- Exhibit understanding of and commitment to the CoHEsion organization.

A.5 TERMS

The term for Board Member is three (3) years.

A.6 UNEXPECTED VACANCY

If a vacancy results because a Board member is unable to complete their term or a board position is unfilled, the Board may appoint an individual to fill the vacancy who meets the qualifications stated in Appendix A section A.4 and per CoHEsion By-Laws Article IV section H.

A.7 NOMINATION AND ELECTION PROCESS

- The President will appoint a Board Director(s) to chair the Election Committee.
- An Election Committee of three to five members will be appointed by the Board to enact the nomination and election process. Members of this committee cannot be considered for appointment to the Board while serving on this committee.
 - Past board members
 - Two current or past committee members
 - One member
- The Election Committee will prepare a pool of candidates for Board review.
- The Board does not have to utilize all nominations when creating a pool of candidates for board appointment.
- The Board will seek to provide a slate of candidates for the ballot that maintains Board institutional balance. Board membership should provide diverse representation including:
 - Community Colleges and Four-Year Institutions.
 - Public and Private Institutions.
 - Large and Small Institutions.
- No more than two (2) individuals from the same institution can serve on the Board simultaneously.
- The Board will seek to provide a slate of candidates for the ballot that maintains Board balance representative of a broad spectrum of Sponsor products and services.
- The Board will oversee membership approval of the appointments at the membership meeting to be held during the annual conference.
- A letter of recommendation may be required from one or both of the below:
 - Current or past CoHEsion Board Member (within the last five years).
 - CoHEsion Conference Administrative Committee Member (Program/Vice Program Chair within the last five years).

A.8 NOMINATIONS AND ELECTION TIMETABLE

(See also Policy and Procedures 7.1.2)

BOARD NOMINATION - ACTION ITEM	DEADLINE DATES
President appoints Nomination and Elections Coordinator	Winter Board meeting
Call for Nominations via newsletter	May
Election Coordinator solicits volunteers for Election Committee	Summer
Nominations Close	June 30th
Election Coordinator present election committee for board approval	July
Election Committee verifies nominees' mandatory qualifications, commitment, support, and finalizes the candidate pool	July
Election coordinator schedules telephone interviews with all candidates	August
Election coordinator will present the nominee slate to the Board for approval	Late August/early September
Upon Board approval, Election Committee chair will notify all candidates by phone or email	September
Voting to be held in an open forum during the fall conference	Fall

New board members will be notified to attend the Winter Board meeting by the President	After Fall Conference
Membership notified in Winter newsletter	After Fall Conference

A.9 BOARD POSITIONS AND THEIR ROLES

President

- Served one (1) full year on CoHEsion Board.
- Serve as Executive Officer and as official representative/spokesperson of CoHEsion.
- Preside over and conduct the CoHEsion Board meetings and all meetings of CoHEsion.
- Set meeting agendas.
- Coordinate CoHEsion financial expenditures and execute all contracts on behalf of the Board.
- Coordinate and facilitate all executive communication with Sponsors.
- Appoint ad hoc committees.
- Assign duties to Directors as necessary.
- Perform such other duties as customarily pertaining to the office of President.

Vice President

- Served one (1) full year on CoHEsion Board.
- Shall assume the duties of the President in his/her absence.
- Shall serve as advisor to the President.
- Develop, review, and maintain the following:
 - CoHEsion Bylaws.
 - Policies and Procedures (PnP).
- Create monthly newsletters and send to membership.
- Perform other duties as assigned by the President.
- Serve as parliamentarian.

Treasurer

- Financial Officer of CoHEsion.
- Coordinate tax reporting.
- Prepare annual financial report to be presented at conferences by Board Liaison.
- Maintain insurance for the organization.
- Review checking and investment accounts regarding transfer of funds.
- Develop and monitor adherence to budgets.
- Oversee and carry out investment activities.
- Review deposit detail.
- Disburse funds.
- Prepare and archive financial statements.
- Coordinate external audit and review and present the findings to the Board.
- Serve as administrator for the Association's financial system.
- Perform other duties as assigned by the President.

Secretary

- Document all official proceedings (including all in person, and conference call meetings) in a timely manner (within 2 months of meeting conclusion).
- Prepare board-meeting agendas, maintain Board Action Item List in SharePoint, prepare minutes, distribute to CoHEsion Board of Directors, and upload to the CoHEsion SharePoint Team Site.
- Serve as official Records Manager.
- Perform other duties as assigned by the President.

Directors at Large

- Maintain updates to Conference Committee Handbook.
- Maintain updates to Presenter Handbooks.
- Shall perform duties as assigned by the President.
 - Duties the President might assign (may include, but are not limited to):
 - Coordinate board election procedure.
 - Coordinate CoHEsion membership and conference marketing.
 - Serve as liaison to vendor/sponsors.
 - Conference Liaison/Chair.
 - Oversee Association website(s).
 - Assigned financial audits under Treasurer.