



Dear NACRO Board Member,

Welcome to the NACRO Board of Directors! We appreciate your dedication and commitment to the NACRO organization and willingness to serve on the Board. Your skills, experience, and expertise will build and strengthen NACRO to continue to meet the needs of corporate relations professionals.

This Board of Directors Manual provides materials that you will find helpful as you transition into your role as a NACRO Director. It will also become a useful reference throughout your term. It includes information about BoD roles and expectations, confidentiality agreement, policies and procedures, committees overview, calendars, and liability insurance within the contents and ADDENDUM section. A financial summary for the current year is also provided as context for our work and to provide perspective about the success we have achieved thus far and our financial goals looking ahead.

The annual cycle for the BoD runs from “conference to conference” which is typically held in July. The first informal meeting of the Board took place at our conference on July 18th. Our regular formal meetings are already scheduled on the first Wednesday of every month. An orientation for new board members, if needed, will be available upon request. You will receive a packet of information via email approximately one week in advance of each board meeting. Please also mark your calendars for our 2025 MidWinter Leadership Meeting (February 3-5, Irvine, CA) and the NACRO 2025 Annual Conference (July 15-17, Kansas City, MO). Your participation and visibility at these meetings are significant and represent the commitment that our members expect from their leaders.

We thank you for your willingness to serve on the Board and for all of your NACRO contributions to date! If you have questions, suggestions or need anything during your tenure, please don’t hesitate to reach out to us, or any member of the NACRO Board. We look forward to working with you and achieving great things together!

With appreciation, NACRO Co-Presidents

Priya Baboo, Penn State University

& Tim Hausman, The University of Texas at El Paso



Board of Directors

Manual

2024-2025

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Board of Directors

Expectations and Responsibilities

BOARD MISSION

The Board of Directors (BOD) is a leadership group devoted to the strategic growth of NACRO. The long-term goal of NACRO is to engage members in an inclusive environment that ignites collaboration, benchmarking, and the sharing of best practices to advance the university corporate relations profession. As corporate philanthropy and R&D evolves towards increasingly collaborative activities, NACRO will aid in defining these roles. As corporations expand globally but work locally, they seek the “front door” to an academic institution that a university corporate relations office can provide.

STRUCTURE

The NACRO BoD consists of the following seventeen members: two Co-presidents, two Co- Vice Presidents (one leads Site Selection Committee, and one is Chair of the Finance Committee. Both track NACRO strategic goals & objectives), two Immediate Past Co-Presidents (both co-lead Nominating and Awards Committee), five Standing Committee Chairs, five Standing Committee Chairs-elect, and one Member at Large.

The Standing Committees Chairs and Chairs-elect of NACRO preside over the following committees: Benchmarking, Conference Programming, Marketing and Communications, Membership and Alliances, and Professional Development.

The Executive Committee consists of the following four representatives:

- Co-Vice Presidents (2)
- Co-Presidents (2)

The Executive Leadership Committee consists of the following six representatives:

- Executive Committee (as noted above)
- Past-Presidents

TERMS

Committee Chair and Chair-elect

- Each co-chair will serve for 2 years, with the first year as chair-elect and the second year being the senior chair of the committee.
- These two-year terms are staggered to allow continuity such that an incoming chair elect will serve with a senior chair who has already served a year leading the committee.
- If/when a chair-elect or chair steps down from their position, the Nominating Committee will recommend an appropriate replacement and the Board will vote to confirm the appointment.
- If the chair steps down, an appointed replacement will serve the remainder of the current year term. If the chair-elect steps down, the appointed replacement will serve the remainder of this year’s term and will become the chair of the committee in the following year, upon a second approval by the Board of Directors.

Member at Large

- Term is for one year
- If the chair steps down, an appointed replacement will serve the remainder of the current year term.

Executive Leadership of NACRO:

- Includes co-Vice Presidents, co-Presidents, and co-Past Presidents
- Individuals in these roles serve a term of three sequential years – one year each as Co-VP, Co-President, and Co-Past-President

ADDITIONAL POSITION-SPECIFIC RESPONSIBILITIES

Member at Large

- Responsibilities are defined by the Executive Committee

Executive Leadership of NACRO:

All members of the Executive Leadership team will assist in the success and growth of committees through actively serving on at least one committee. Committee assignments will be determined at the beginning of the term for the following year.

- Co-Vice Presidents: Roles include chair of the Finance Committee, chair of Site Selection Committee, and participation in Executive Committee meetings to organize for Board calls.
- Co-Presidents: Roles include responsibility for the financial health of the organization, developing and implementing strategic planning, planning, and conducting board meetings, and tracking accountability of all leaders and staff responsible for NACRO assets and its brand. Other responsibilities include planning and facilitating of the annual MidWinter Leadership Meeting and acting as facilitator and presenter of annual conference general sessions.
- Co-Past Presidents: Roles include co-chairing the Nominating & Awards Committee whose team includes the two Co-Vice Presidents.

BOARD OF DIRECTORS MEMBER RESPONSIBILITIES

Build Organizational Support through Advocacy

- Speak to leadership and possible new members about the assets and strengths of the organization.
- Be open to other perspectives in order to increase the diversity of our membership base.
- Bring comments and lessons learned back to the Board for discussion, when appropriate.

Represent Committees and/or Duties to the Board

- Lead monthly meetings with committee members, more frequently as needed, to share with your committee the agenda outcomes from Board meetings. To adequately meet the needs of committee members and the organization, it is expected that Board members will not miss more than two committee meetings in any given year.
- Submit monthly summaries of the Committee progress via the Consent Agenda to the Association Services Group (ASG) for inclusion in the Board packet one week before the Board meeting.
- Develop and implement a financial plan, goals, and a work plan to achieve expected yearly outcomes of the committee, monitor and track each of these items throughout the year, and report on successes and pain points at the end of the year.
- Participate in all Board meetings and notify ASG and Co-Presidents via email in advance if unable to attend. Should a Board Member miss more than two meetings in any given year, the Co-Presidents will discuss with that person their responsibility to the Board.

Contribute to a Culture of Transparency and Collaboration

- Board meetings follow an agenda with time for discussion and questions about each topic on the agenda. It is expected that each Board member will use their professional judgment on how to represent the content of the Board discussions to committee members.
- Every member has the opportunity to express their views on the items discussed at Board meetings, and the expectation is that all good ideas from a Board member may result in the Executive Leadership asking that member to implement that idea on behalf of NACRO, or to lead an ad hoc committee.
- Ideas to improve Board meetings and functions should be brought directly to Executive Leadership. It is expected that each Board member models collaborative engagement with other Board members and works together to advance the goals of each committee and NACRO overall.

Promote Potential New Leaders within the Organization

- Each Board member is expected to build the NACRO leadership pipeline through encouragement and positive feedback to members of NACRO contributing to committees and advancing the goals of NACRO.
- Board members are expected to raise the visibility of active NACRO members to the Executive Leadership Team so they may be considered for leadership positions on the NACRO Board. This will enable the Leadership Team to encourage these individuals to continue their NACRO work and to consider advancing into a leadership position.
- Each Board member should consider nominating at least one person to a Board position in each nominating cycle. Criteria for each open Board position will be furnished by the Nominating Committee.

Recognize Volunteers for Outstanding Service to NACRO

- Each Board member should consider nominating at least one person for the NACRO Rising Star and Volunteer of the Year annual awards in each nominating cycle. Criteria for each award will be furnished by the Nominating Committee.

Foster Open Communication

- Each Board member is expected to engage other committees as needed to share information and seek assistance where appropriate to further their goals.
- Board members are expected to be active participants on the NACRO group Slack channels, no fewer than 1-2 times each week. Active participation includes both reading and sending messages to the pertinent channels for their committee, as well as for the BOD broadly.

MEETINGS AND INVOLVEMENT

ESTIMATED TIME COMMITMENT FOR EXECUTIVE POSITIONS

It is expected that each Executive Committee Member commits to 15-20 hours of NACRO work per month. This estimate includes participation in the monthly BOD calls, preparation for board calls, monthly Executive Committee calls, monthly individual committee calls, monthly calls with co-team leads, email correspondence, and staying active on the NACRO group communication channel.

ESTIMATED TIME COMMITMENT FOR BOARD MEMBERS

It is expected that each Board Member commits to 8-12 hours of NACRO work per month. Varies according to committee membership – in some cases, it could be much more during a project or program. This estimate includes participation in the monthly BOD calls, preparation for board calls, preparing for and leading monthly committee calls, committee projects, and staying active on the NACRO group communication channel.

BOARD MEETINGS

It is expected that each Board Member actively participates in the monthly BOD calls, usually the first Friday of every month, 1-2:30 pm ET. Absences from monthly Board calls by Board members should be communicated to ASG and the Co-Presidents. Missing more than two Board meetings will result in discussions with the Co-

Presidents.

COMMITTEE INVOLVEMENT

Committee Chairs and Chairs-Elect prepare for and run the monthly meetings of their respective committees. It is expected that each Chair and Chair-Elect participate in their monthly committee call. *Absences from monthly committee calls should be communicated to the Co-Chair as well as ASG and the Co-Presidents.*

Members of the Executive Committee are involved with at least one standing committee to stay current on the work of the organization. In addition, the Co-Vice Presidents each chair either the Finance Committee or the Site Selection Committee and lead the work of those teams through regular meetings. The Co-Past Presidents together lead the work of Nominating Committee.

It is expected that all members of Executive Leadership also participate in other committee meetings and/or NACRO organizational planning that the Executive Committee believes will benefit NACRO.

EXECUTIVE COMMITTEE MEETINGS

It is expected that the members of the Executive Committee attend Executive Committee Calls (1 hour each). The group will have at least one monthly call, facilitated by the Co-Presidents, with duties including planning Board agendas and debriefing ideas raised by the Board from previous meetings. Each member of the Executive Committee may also have monthly calls with their individual co-lead/team partner.

EXECUTIVE LEADERSHIP COMMITTEE MEETINGS

It is expected that Executive Leadership Committee members (Co-Vice Presidents, Co-Presidents, and Co-Past Presidents) will meet quarterly to share information, ideas, and experience.

IN-PERSON MEETINGS

Board members are expected to attend two in-person annual meetings – NACRO’s MidWinter Leadership Meeting (currently scheduled for February 3-5, Irvine, CA) and the NACRO Annual Conference (currently scheduled for July 15-17, Kansas City, MO).

I understand and agree to perform the duties and meet the expectations required of me as a member of the NACRO Board of Directors.

Signature:

Date:



About NACRO

NACRO was formerly known as the Network of Academic Corporate Relations Officers. The organization changed its name and logo in 2018 to NACRO following a vote at MidWinter Leadership Meeting to better align with the August 2017 vote of the members to broaden the definition of eligible “members” beyond academic partners to also include industry partners. The NACRO logo was again updated in 2022.

The NACRO organization strengthens academic corporate relations by bringing together practitioners from across the country to compare and refine ideas and strategies, increasing the value of relationships between industry and higher education.

NACRO began its journey in 2007, through the initiative of Charlie Hoslet, University of Wisconsin, Bill Swisher, Carnegie Mellon, and a few other individuals. This small group noted the shift in how corporations were interacting with universities. Corporations were moving beyond corporate philanthropy to seek a better understanding of a return on investment and wanting deeper collaboration with academia. An initial benchmarking study of corporate relations officers from around the country was completed to understand respective organizational structures. Upon completion of this initial research, the founding group sent a letter of invitation to corporate relations officers across the country to gauge interest in getting together to form a new professional organization. They were surprised at the initial 100 plus attendees who attended that first meeting in the summer of 2007, intrigued by this notion of the expanded need for corporate collaboration with academia as well as the opportunity to share best practices with each other.

NACRO has grown exponentially as the profession has evolved. In 2013 NACRO identified five strategic directions for the organization through a strategic planning process. This plan was designed to guide the organization for the following 3-5 years. In 2017, NACRO completed a second strategic planning effort that resulted in a renewed commitment to several core themes: Ensuring a Vibrant Member Network; Delivering Best in Class Corporate Relations Professional Development; Elevating NACRO and the Corporate Relations Professional through Intentional Communication; Orchestrating Alliances; and Structuring NACRO for the Future. In 2022, NACRO membership adopted its third strategic plan, created with consultation from The Aslan Group, with three elements: Grow Membership; Create and Communicate Deeper Professional Development; Assess and Execute on Structural Change.

Changes to NACRO’s Bylaws were voted on and approved by Membership in April 2023, passing with a majority vote. These changes include:

- Article VII: Board of Directors and Officers:
 - When an officer is nominated or appointed to a vacant position, their commitment is for the remainder of the term as opposed to just one year.
 - Secondly, the requirement was changed that academic members must be from a non-profit institution to be qualified for a board position but also removes the restriction that academic members seeking board positions must be from an institution that conducts research.
 - Clarifying language was added to give direction in the event of a death, resignation or termination of a Co-President and other members of the Board.
 - The final substantial revision is the inclusion of language defining the Executive Committee and its responsibilities, including direct oversight of the director of operations, association management contracts (currently ASG), as well as related operations and staffing decisions. The

Executive Committee also oversees the management of relationships, and contracts, and other agreements with peer organizations, sponsors, vendors, and other outside entities.

- **Article VIII: Standing Committees**

- Marketing & Communications Committee becomes Communications Committee.
- Membership and Alliances becomes Membership with a primary focus on attracting and retaining a diverse membership Alliances will be managed by ExComm.
- Conference Programming Committee and Professional Development Committee have been combined to form the Professional Education Committee. This committee will focus on developing educational content for all levels of NACRO membership.
- Conference Site Selection becomes a standing committee. Chaired by one of the NACRO Vice-Presidents who appoints all committee members. The committee is responsible for site selection of future conferences and MidWinter Leadership Meetings.
- Benchmarking Committee shall generate meaningful data, publications, and other materials through a variety of tools that can be utilized by Members.

Mission of the Organization

NACRO is a network of corporate and university relations professionals dedicated to providing its members professional development opportunities and best practices that further enable them to develop and advance comprehensive, mutually beneficial relationships, and establish common language and metrics for peer comparison.

Access to Bylaws

NACRO Bylaws are available to all members on the website www.nacrocon.org in the “About NACRO” section listed under “Our Organization.” Bylaws are the written rules of conduct for the organization. NACRO bylaws contain detailed information about the organization’s officers, committee governance, etc. Requests for changes to the bylaws must be approved by the Board of Directors then passed by a majority vote of the NACRO membership. Typically, voting on Bylaw changes occurs at the Business Meeting that takes place during the Annual Conference.

The last Bylaw revisions took place in April, 2023. Please see ADDENDUM 1.

Financial Overview

As you review NACRO's Income Statement and Balance Sheet Data in Addendum A, , please keep the following in mind:

- Current NACRO operating expenses are funded primarily by Membership Dues and Conference Registration Fees.
- Professional Development offerings such as Bootcamp, and Executive Education offer an opportunity to provide more value to our members and increase revenue required for growth as an organization.
- New or enhanced Professional Development opportunities are expected as an added value to membership.
- Growing the composition of NACRO membership to include not only university professionals but also industry members will also contribute to the organization's income.
- The growth in income and contribution margin will not only add to NACRO's assets but will also represent a reliable revenue stream to support structural change and strategic growth in future years.

Membership and the Roster

- NACRO maintains a membership roster that lists current members, their organization, and contact information. It will be utilized exclusively for professional networking among members and for the official business of NACRO made in coordination with the Marketing and Communications Committee.
- The Marketing and Communications Committee must officially authorize any other proposed use of the roster by majority vote at a regularly scheduled meeting of the Marketing and Communications Committee.
- The membership roster will not be published or shared outside of the organization. Any unauthorized use by a NACRO member (e.g., mass mailings; provision of the list to external entities; etc.) may result in restriction of that member's access to the roster and be subject to further suspension of member benefits.

Member Benefits

- To maximize benefits to our membership, Committees that create products will discuss the opportunity with the Membership Committee to make the products available exclusively to members. A joint recommendation will be made to the BoD. The Board will make the final determination of what will be made available to the public and what will be reserved for members only.
- Benchmarking data, surveys, presentations to accompany published documents, conference presentation materials, etc. have been deemed member benefits and will be made available in the "members only" section of the website. Published documents help promote best practices and further the understanding of corporate relations as a field; therefore, these documents will be made available on the public portion of the NACRO website and have consistent URL's to be found by researchers.

Committee Membership, Leadership, and Qualifications

- Membership on committees is an important volunteer function within NACRO. Active volunteers are essential to NACRO's success as they serve on the board, lead committees

and subcommittees, help gather data and information about the field of corporate relations, plan and implement the annual conference, and much more.

- Committees report to the Board of Directors (BoD).
- Decisions impacting the entire NACRO membership and new programs/themes require approval from the BoD.
- Committee Chairs are members of the BoD. They provide committee updates, seek BoD approval, and report BoD activities and decisions to their committee membership.
- NACRO members are eligible for a leadership role as a co-chair of any one of the standing committees, providing they have served a minimum of one year as an active member of a committee, preferably the same committee.
- Nominations will be vetted by the Nominating Committee and the slate will be presented to the BoD for approval.
- All approved nominations will be put to a vote of the full membership and those with the majority vote will be confirmed.
- Any NACRO member can volunteer to serve on one or more committees. Typically, committee members are asked to participate in monthly conference calls and actively contribute to the work of the committee as outlined by the Chair and Co-Chair.
- Committee members who are inactive for six months are contacted by a Committee Chair or Board Member to determine the appropriateness for remaining on the committee.
- Notes from committee meetings are shared with the committee and BoD
- Committee chairs are responsible for forwarding committee meeting notes to ASG

Professional Management

- NACRO retained Association Services Group (ASG) in 2013 to be the professional management company for the organization. The contract with ASG is managed by the BoD.
- ASG's Scope of Work and Services generally includes Office and Administrative Support Services; Board of Directors activities; Financial Services; Membership Services; Meeting Organization and Planning (for the annual conference and MidWinter meeting); and Marketing/Communications Activities. The VP for Finance is the primary liaison between NACRO and ASG.

Communications Committee

The Communications Committee, in collaboration with ASG, manages the NACRO brand and all communication needs of the organization. This team manages the NACRO website & social media channels, newsletters, mobile app, registration forms, and promotions of all NACRO products, events, offerings.

Duties:

- Manages the website content, including functionality enhancements
- Manages the social networking presence of NACRO, e.g., LinkedIn, Twitter, etc.
- Manages the creation and distribution of the NACRO Newsletter.
- Maintains the official NACRO Style Guide.
- Manages all marketing for the organization.
- Manages access to event registration and payment pages, and the conference app.
- Establishes a mechanism to present open job opportunities for employment to members.

Benchmarking Committee

The Benchmarking Committee surveys membership and member organizations (as of 2020) annually, as well as external stakeholders and colleagues as needed. Serves as the key coordinating body for NACRO publications.

Duties:

- Writes and publishes NACRO-sponsored documents and white papers, working in collaboration with the Membership and Alliances Committee to determine which documents become public and which are limited to members only.
- Creates and disseminates membership surveys and alternate data acquisition vehicles.
- Presents white paper and survey topics to BoD for input.
- Researches and recommends best practice topics for publication.
- Collects, analyzes, and summarizes survey data.
- Develops organizational research, data acquisition, and publication dissemination strategies in consultation with the BoD.
- In coordination with the Marketing and Communications Committee, ensures publications and survey data are disseminated to membership in various formats.

Professional Education Committee

The Professional Education Committee provides the education and professional development of NACRO members and non-members. This committee designs and delivers professional development programming through in-person, online, and peer-to-peer learning modules. In addition to professional development content, the Professional Education Committee is responsible for generating revenue income for the organization through course fees paid by non-members.

Duties:

- Create and deliver content that appeals to NACRO members.
- Current modes of delivery include Bootcamp, Virtual Events, Executive Education, and the annual conference.
- Bootcamp (formerly known as Blueprint) is designed for those interested in learning [or refreshing] the fundamentals of the profession. Originally Bootcamp is offered in conjunction with NACRO's annual Conference, and as a virtual stand-alone event in conjunction with MidWinter.
- Virtual Events are aimed at professionals with 1 to 5 years of experience in the corporate relations field who want to learn more about a specific aspect of the work. Presented in an online setting during the workday, these are 60–90-minute sessions focused on a single topic. Virtual Events complement and build upon Blueprint/Bootcamp content and offer professional development opportunities throughout the year. Virtual Events also include Meet-Ups and Roundtable discussions.
- Executive Education is a consultant-led professional development offering designed for those with 10+ years of professional experience who are currently leading corporate relations efforts for their respective organizations.
- Prepare a conference budget in coordination with committee members and BoD such that expenses are below the expected revenues generated by registration to fund NACRO operations.
- Solicits conference session proposals from membership for the annual conference.
- Coordinates the keynote speaker/plenary sessions.

- Recommends new program formats as needed.
- Orients session managers to the expectations and responsibilities of their role re: speakers, moderators, AV, including providing materials for promoting the sessions on NACRO website and other digital media.
- Manages the external speaker registration process.
- Develops a list of prospects for conference sponsorships, solicits sponsorships and stewards sponsors post-conference.
- Creates the conference evaluation form and manages its distribution and dissemination of survey results with speakers and presenters.
- Prepare a report to the board that summarizes attendee and presenter feedback including recommendations for future conferences.

Membership Committee

The primary mission of the Membership Committee is to grow the size and diversity of NACRO membership, make recommendations about issues involving membership, and administer member benefits.

Duties:

- Understand and address issues related to membership and member benefits.
- Manages new member acquisition strategies and execution.
- Responsible for recommending membership retention opportunities.
- Collaborates with other committees when membership concerns intersect with their area of responsibility.

Finance Committee

The Finance Committee is supported by ASG and is responsible for the financial well-being of the organization including oversight and management of NARO income, expenses, financial commitments and contracts, bank accounts & reserves, and all financial statements.

- Chaired by the Co-Vice President, Finance, committee members are appointed by the BoD and is composed of a Past Co-President and two other members (preferably Board Members) who have operations experience with NACRO Committees.
- This is a standing committee that meets regularly to:
 - Think proactively about NACRO financial matters
 - Provide budget and fiscal oversight
 - Determine investment strategies
 - Help develop a Business Plan that aligns with the NACRO Strategic Plan
 - Discuss and develop additional revenue streams
 - Focus on the long-term financial health of NACRO
 - Other finance-related matters
- Currently, NACRO has three distinct years. These were established out of convenience and should be reviewed by the Board and simplified in the future. NACRO “Years” to keep in mind:
 - Fiscal year – November 1 to October 31
 - Recommended: Co-VP, Finance to transition into oversight role with new fiscal year
 - Membership year – April 1-March 31
 - Board of Directors – Annual Conference to Annual Conference (typically held in late July or early Aug)

Policies:

- Operating Reserve Policy – NACRO should avoid accumulating funds that would otherwise contribute to current programming. Some operating reserves are necessary to ensure continued operations in lean times. NACRO reserves will be approximately one-half to no more than two times current operating expenses.
- Investment Policy – It is permissible to place reserves in interest-bearing accounts. Investments should carry no/very low risk (money market, sweep accounts, CDs, etc.). Cash held in investments should be immediately (within 2-5 days) available. No more than half of the current operating reserves should be invested in vehicles with a “locked” time commitment (e.g., CDs).
- NACRO should continue to accept all major credit cards as the preferred mode of payment, and this should be indicated on all NACRO registration and payment webpages. If member institutions require payment by check, that can be accommodated. ASG will handle all processing related to checks and will work with the Membership Committee to ensure payment is properly recorded to member records.
- Cancellation Insurance is to cover expenses/lost revenue in the event conferences or other programs are canceled. NACRO will strive to “self-insure” by setting operating reserves to adequately cover operations in the event of cancellation.
- MidWinter Leadership Meeting fees are set to cover costs and thereby encourage maximum participation.

Duties:

- Prepares and maintains a Business Plan that aligns with resources needed to support NACRO’s Strategic Plan.
- Annually: recommends a budget to the BoD for approval no later than October; conducts a deep dive review of the budget (income and expenses) at the MidWinter meeting of BoD; presents financial status update for Co-Presidents to deliver to the membership at Annual Conference.
- Monthly: the VP for Finance reviews NACRO billing statements and financials provided by ASG monthly.
- Quarterly: VP of Finance presents financials to the committee for quarterly review.

Site Selection Committee

- VP, Site Selection, chairs this committee and appoints its members.
- Site Selection Committee is responsible for issuing RFPs and reviewing proposals submitted for future conference locations and MidWinter meetings.
- Ideally, annual conference and MidWinter meeting sites are selected 2+ years in advance.
- Key decision factors in site selection include weather (preferring milder climates), costs, proximity to airport, ability to handle the logistics and deliver quality experience consistent with NACRO standards.
- Committee submits recommendations to the BoD for decision and approval.

MidWinter Leadership Meeting

MidWinter (MW) Leadership Meeting is a convening of committee working groups over 2 days to advance their progress toward goals. The agenda for the meeting is set by the Co-Presidents and the logistical planning and organization by ASG.

- Major decisions regarding the annual conference program are made at MidWinter.

- Attendance has typically been 50-60 people but is not limited in number.
- Often held in February, members of the Site Selection Committee researches dates and location options, issues RFPs and makes recommendations to the BoD for final decisions.
- Registration fees are set to cover expenses, past MW Meeting fees have been \$200-\$250/person (reviewed by Finance Committee and approved by BoD). The fee covers the cost of all meals and meeting expenses and excludes lodging costs. Registration fees cover direct expenses only and are not a source of net income to the organization
- Hotel room block/rate should be offered one night prior to the start of the meeting (two nights total).
- Typically, Co-Presidents send a letter of appreciation to those who planned and managed MidWinter meeting.

Duties:

Co-Presidents in coordination with ASG, are responsible for all meeting logistics, AV needs for each meeting room per requests made by session leaders in advance. Remind committee members to bring their own laptops.

- Summary of the MidWinter meeting is prepared and posted for all members on the website by the Co- Vice Presidents.

Nominating & Awards Committee

- Immediate Co-Past Presidents lead the Nomination Committee (NC) that manages the elections and nominations process and coordinates the slate of officers to be voted on by the full membership. This group, in collaboration with ASG, also creates the document of bios that serves as the ballot, manages the election process, notifies all nominees of their status after the vote, and creates a list of newly elected officers.
- The Nominations Committee shall consist of immediate Co-Past Presidents and current Co-Vice Presidents, others may be appointed as needed.
- If there are more than two candidates running for an open position, a vote by NACRO membership determines the winner.
- To be eligible for a leadership role on the Board of Directors, candidates are required to serve a minimum of one year as an active member of a committee, preferably the same committee for which they seek a leadership role.
- Nominating Committee vets all nominees and presents the slate to the BoD for approval.
- Nominee profiles will be available on the NACRO Website May-June and serves as the only campaigning allowed.
- Current NACRO members in good standing have voting rights and are provided an opportunity to participate in NACRO elections.
- New officers are announced at the annual conference and begin serving their terms immediately.

Duties:

- Manages and communicates to membership the nominating and voting process. The goal is for the process to be transparent, competitive, and one that develops a pool of future candidates for elected positions.
- Identifies OPEN Board positions for the following year.
- Solicits nominations from the membership and encourages committee leaders to nominate members from their committees in order to provide maximum continuity.
- Creates ballot and elections schedules for member voting.
- Voting remains open for least 14 days prior to the results being tallied and announced.

- At a minimum, the ballot includes a short bio of professional accomplishments and NACRO involvement for each candidate.
- In collaboration with the Marketing and Communications Committee, ensures the ballot is available for members to participate in the vote.
- Notifies all candidates running for BoD positions about their election results prior to the start of the annual conference. They also encourage newly elected BoD to attend the conference (already conveyed in Board Expectations sent to each candidate).

Timeline:

- By MidWinter Meeting, assess which positions are OPEN for election. See Below for a list of BoD positions, and typical year BoD openings.
- Leading up to and at MidWinter Mtg. speak with members who have the potential for stepping into a leadership role on committees and NACRO leadership.
- 5 Months before the election, send a request for nominations to fill the open positions, to the whole NACRO membership
- 2-4 months before the election, compile all the nominations for all open positions and narrows list of nominees down to five candidates for each OPEN position. NC interviews candidates and finalizes the choice of candidates down to two for each OPEN position and assembles the ballot for BoD approval.
- 1-2 months before the election, and/or in time for penultimate BoD conference call before the election, submit a ballot to BoD for approval. Allow for contingencies and enough time in case BoD does not approve the ballot. The BoD approves the entire slate, not each individual candidate.
- At least 14 days before the close of the election, work with Marketing and Communications to send notification of election ballot out to whole membership.
- After the election, contact newly elected officers to deliver the news and encourage them to attend the conference.

Board Positions Typically Open for Election Each Year

Vice President (Finance)
Vice President (Site Selection)
Benchmarking Cmte Chair-elect
Communications Cmte
Chair-elect
Membership Cmte Chair-elect
Professional Education Cmte
Chair-elect Member-at-Large

This Year's Board Member Becomes Next Year's

Co-Vice Presidents become Presidents
Co-Presidents become Past-President
Past Presidents roll off the Board
Benchmarking Cmte Chair rolls off the Board
Benchmarking Chair-elect becomes Benchmarking Chair
Communications Cmte Chair Rolls off the Board
Communications Cmte Chair-elect becomes Communications Cmte Chair
Membership Cmte Chair rolls off the Board
Membership Cmte Chair-elect becomes Membership & Alliances Cmte Chair
Professional Education Cmte Chair rolls off the Board
Professional Education Cmte Chair-elect becomes Professional Education Cmte Chair
Member-at-large rolls off the Board

Other Leadership Roles Selected

MidWinter Cmte Chair One of the current *Presidents*.

Finance Cmte Chair One of the current *Vice Presidents*

Site Selection Cmte Chair One of the current *Vice Presidents*

Nomination Cmte Chairs Both of the *Past Presidents*

Gifts for Outgoing Co-Presidents

Coordinated by Co-Vice Presidents, and presented during the annual conference, a gift is given to both outgoing Presidents (past gifts have included etched glass trophies, vases, and reversible vests).

Official NACRO Signatures and Tax Status

- NACRO is a 501(c)6 organization and considered a non-profit.
- In January 2014 NACRO adopted Operating & Accounting Procedures (See ADDENDUM 3) specifying that checks for less than \$5,000 may be signed by one of the Co- Presidents, the VP for Finance, or the Business Manager.
- Checks for \$5,000 or more must be signed by two of these individuals. Checks to ASG may not be signed by the Business Manager.
- NACRO taxes are filed annually, and this process is coordinated between the Vice President for Finance, the NACRO Business Manager and the NACRO accountant.
- NACRO is registered as a Wisconsin Nonstock Corporation and has a Certificate of Authority from the State of Georgia; an annual report is required to be filed by June 30 of each year (by the NACRO accountant).
- Requests for an official statement from NACRO should be directed to the Vice President for Finance.

Business Meeting at the Annual Conference

- This Business Meeting at the Annual Conference is a NACRO 'State of the Union' address presented and managed by the current Co-Presidents.
- A financial status update is to be included in this presentation.
- The membership in attendance will vote on any proposed By-Law changes previously approved by the Board of Directors.
- The new Board of Directors will be announced, as will the dates and location of both MidWinter Leadership Meeting and the next Annual Conference.
- A detailed description of committees will be shared, and new volunteers encouraged to participate in committee work.

ADDENDUM 1
Bylaws (Full Version)

TO BE ATTACHED AS A SEPARATE FILE
2023

ADDENDUM 2

NACRO ANNUAL CALENDAR

NACRO Annual Calendar

This calendar is kept current by NACRO Co-Presidents with support from ASG. Please also note that NACRO recognizes three distinct years:

- Board Tenure: Conference to Conference (typically July)
- Membership: April 1 - March 31
- Fiscal Year: Nov 1 - Oct 31

August

- NACRO News e-newsletter is distributed the second Tuesday of each month
 - Conference recap
 - Welcome message from new Co-Presidents
 - NACRO volunteer award winners announced
- First board meeting of the new term
- New board member orientation session (new Co-Presidents lead)
- Executive Committee begins meetings with all committee co-chairs
- VP of Finance makes first request for budget inputs by mid-September to be voted on in October board meeting
- Conference evaluation forms are disseminated to attendees (sometimes in July)

September

- NACRO News e-newsletter is distributed the second Tuesday of each month
 - Benchmarking Committee rolls out Annual Member Survey through the monthly e-newsletter (sometimes October)
- VP of Finance makes second request for budget inputs by mid-September to be voted on in October board meeting
- Annual conference expenses must be closed out by September 30. This includes NACRO receipt of detailed invoices for all expenses
- Nominating Committee convenes to review the nomination and election process

October

- NACRO News e-newsletter is distributed the second Tuesday of each month
 - Benchmarking Committee rolls out Annual Member Survey reminder
- NACRO Fiscal year ends October 31
- NACRO board votes to approve annual budget to begin November 1
- Final MidWinter meeting logistics submitted to ASG by October 15
- Annual conference survey results presented to BoD
- MidWinter leadership meeting, Executive Education and Bootcamp registration fee finalized by Finance Committee
- Annual Conference site visit takes place (sometimes November or December)

November

- NACRO News e-newsletter is distributed the second Tuesday of each month
 - Benchmarking Committee's final Annual Member Survey reminder
 - Professional Education announces February virtual Bootcamp.
 - Conference RFP is announced

- Website Updates:
 - MidWinter leadership meeting registration form is live on the website (sometimes December)
 - Bootcamp registration form is live on website (sometimes December)
 - Conference RFP is live on website
 - NACRO fiscal year begins

December

- NACRO News e-newsletter is distributed the second Tuesday of each month
 - PD Bootcamp registration reminder
- Co-Presidents finalize MidWinter meeting agenda
- Nominating Committee assesses which BoD positions are open for election and presents to board for nominations

January

- NACRO News e-newsletter is distributed the second Tuesday of each month
 - Benchmarking Committee rolls out Annual Gold Standards Survey through the monthly e-newsletter (sometimes February)
 - Final PD Bootcamp registration reminder
 - Exec Ed registration announced
 - Nominating Committee requests nominations to fill open positions to the entire NACRO membership
 - Website Updates:
 - Exec Ed registration form is live on the website

February

- NACRO News e-newsletter is distributed the second Tuesday of each month
 - Exec Ed registration reminder
- MidWinter leadership meeting (working committees)
 - Professional Education presents of annual conference program presented at the MidWinter leadership meeting
 - Nominating Committee speaks with members who have the potential to step into a leadership role on committees and NACRO leadership
- Committees may request additional funds from the Finance Committee to support their efforts
- Conference registration form changes submitted to ASG by February 28

March

- NACRO News e-newsletter is distributed the second Tuesday of each month
 - MidWinter recap is included in March Newsletter
 - Benchmarking Committee shares Annual Member Survey findings
 - Exec Ed cohort announced
- Website Updates:
 - Conference registration & membership renewal available on website by March 1
- Members/Non-members e-mail:
 - Conference early bird registration open & membership sign-up/renewal
- Preliminary conference details released to ASG by March 1 for inclusion on the website and membership email announcement (aka save-the-date)

April

- NACRO News e-newsletter is distributed the second Tuesday of each month

- NACRO volunteer award nominations are open
- Website Updates:
 - NACRO volunteer award nominations forms are added to website by April 1
- NACRO taxes are filed on or before April 15 by ASG
- Nomination Committee compiles all the nominations for all open positions, interviews candidates and finalizes the choice of candidates, and assembles the slate of candidates for BoD approval
- All final conference details released to ASG for inclusion on the website

May

- NACRO News e-newsletter is distributed the second Tuesday of each month
 - Final push for early bird registration, highlight keynotes & session topics
- Nominating Committee submits ballot to BoD for approval and upon approval, notifies candidates by May 15
- ASG reaches out to BoD candidates for headshot & bio by May 31

June

- NACRO News e-newsletter is distributed the second Tuesday of each month
 - Slate of candidates presented to the membership and voting takes place for at least 14 days
 - “Conference Preview” with final push for registration
 - NACRO volunteer award nominees announced
- Website Updates:
 - Conference agenda final updates
 - NACRO volunteer award nominees
 - Sliders: Award nominees; conference; voting
- Conference program evaluation form is finalized, and changes are submitted to ASG by June 15
- Wisconsin Nonstock Corporation annual report due by June 30

July

- NACRO News e-newsletter is distributed the second Tuesday of each month
- Website Updates:
 - Conference recap (sometimes in August)
 - NACRO volunteer award winners announced
 - Sliders: Award nominees; conference; voting
- Ballots collected and nominees are notified of status
- Annual Conference
 - Board of Directors announced at the Annual Conference
 - Board of Directors year of service begins and ends (“conference to conference”)
 - Current NACRO white paper presented at the annual conference and any public materials are available on the website
 - Informal board meeting held at completion of annual conference (new Co-Presidents lead)

ADDENDUM 3

Operating & Accounting Procedures



Operating & Accounting Procedures

Network of Academic Corporate Relations Officers, Inc.

P.O. Box 2905, LaGrange, GA 30241

706-845-9085

The following were adopted as operating and accounting procedures for NACRO effective 1/1/2014 by the Board of Directors at a duly called meeting with a quorum being present on 1/9/14, and subsequently amended by board action on 8/12/2021.

1. Any one of the following individuals are authorized to sign checks for approved invoices/expenses within budget parameters on behalf of NACRO for less than \$5,000,
 - One of the Co-Presidents
 - VP for Finance
 - Association Services Group (ASG) Business Manager
2. For checks of \$5,000 or more, NACRO requires two signatures from any of the individuals noted in #1.
3. All checks are made payable to Association Services Group (except as noted in #4), must be signed by one of the individuals outlined in #1 above other than the ASG Business Manager.
4. If at any time ASG is paid a management fee monthly retainer (which is the same amount each month), the check may be signed by the ASG Business Manager. Any deviation from the 'approved' monthly retainer must be signed by one of the individuals in #1 other than the Business Manager.
5. ASG accounting staff will submit a Reconciled Account Report each month for all NACRO financial accounts to the NACRO VP for Finance for review. This report will include a reconciliation report, a copy of the bank statement, check journal and other back up information as required.
6. At the close of each month, the ASG Business Manager will submit an operating statement and financial report to the VP for Finance and Executive Committee for review.
7. Effective November 1, 2013, NACRO will use an accrual accounting system. This will be initiated as part of the transition to ASG management.
8. At the end of each fiscal year, the Finance Committee will review NACRO accounting procedures and reconcile account balances.

9. The daily limit on the NACRO credit card is \$10,000.

APPROVED by Board of Directors:

Signed: _____ Date: _____

ADDENDUM 4
Certificate of Liability Insurance

Please see following 2 pages



NACRO

DATE (MM/DD/YYYY)
7/21/2022

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must have ADDITIONAL INSURED provisions or be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

PRODUCER Hub International Florida 1117 Thomasville Road Tallahassee, FL 32303	CONTACT Lauren Beacom	
	PHONE (A/C. No. Ext): (561) 743-5688	FAX (A/C. No): (561) 743-5735
	E-MAIL ADDRESS: lauren.beacom@hubinternational.com	
	INSURER(S) AFFORDING COVERAGE	
INSURED NACRO - Network of Academic Corporate Relations Officers 251 SL White Boulevard Lagrange, GA 30241	INSURER A : United States Liability Insurance	NAIC # 25895
	INSURER B :	
	INSURER C :	
	INSURER D :	
	INSURER E :	
	INSURER F :	