

CAFAA

Policies & Procedures Manual

Revised October, 2004

Chapter 1

INTRODUCTION

1.1 Purpose of the Manual

The CAFAA Policies and Procedures Manual has been designed to provide guidance, reference material, and historical continuity for the CAFAA Board of Directors, Executive Committee and Committee Chairs. This document is stored on a computer disk for ease in updating and transfer as the Board of Directors, Executive Committee and Committees Chairs change.

Each member of the Board of Directors, Executive Committee and Committee Chair is responsible for knowing the content of the CAFAA Policies and Procedures Manual (PPM) and providing changes and updates. The manual is updated annually for distribution to new Board members, Executive Committee members and committee chairs. The document should be stored in a binder and passed on to future persons in similar leadership roles.

The CAFAA Policies and Procedures Manual supplements the Articles of Incorporation and By-Laws by: a) providing an overview of the Association's structure; b) describing the responsibilities of members in leadership positions; and c) presenting the Association's approved operating policies and procedures.

1.2 Use of the Manual

It is the responsibility of each Board member and Committee Chair to: a) bring their Policy and Procedure Manual (PPM) to all Board/committee meetings; b) keep PPM current by adding and removing material (e.g. Board of Directors membership list, new Association operating policies or forms); and c) pass PPM on to the succeeding member as soon as feasible at/or after the annual transition meeting.

Chapter 2

OVERVIEW

2.1 Mission Statement

- PROVIDES informational services and activities to assist students in meeting the costs of higher education through financial aid and self support.

- PROMOTES the professional preparation, effectiveness and recognition of all those concerned with the administration of student financial aid.
- PROMOTES communication among educational institutions, agencies and organizations, which support student financial aid programs.
- SERVES as the state forum for the expression of views on matters relating to the development, funding and administration of student financial aid at the state, regional and national levels.
- COMMITS to the highest level of ethical behavior and refrains from conflicts of interest or the perception thereof.

2.2 Vision Statement

CAFAA advances the Financial Aid Profession in order to be the primary source in Colorado for information and guidance regarding the financing of a student's postsecondary education.

2.3 History

The first scheduled meeting of the Colorado Association of Financial Aid Administrators was called to order at 1:45 p.m. on December 11, 1967 at the Colorado College, Colorado Springs by the Association's first President, Harry E. Collins. Mel Clark chaired the committee that drafted the original Constitution and By-Laws. The original Constitution of the Association was approved in Colorado Springs on December 11, 1967. It was rewritten in its entirety in 1972 and 1985. Under the leadership of Bob Collins, the association was incorporated as a non-profit agency on October 21, 1991. The current By-Laws were approved on October 2, 1996 and last revised on March 29, 2004.

There were 29 charter members of the Association. With the inclusion of the proprietary institutions in November, 1972, the membership grew to 72. Current membership stands at 347 and growing. Association dues were set at \$5.00 at October, 1968 meeting. During this period the National and Regional dues were only \$1.00. The conference fee for the January, 1968 meeting at Trinidad was \$5.00. CAFAA's semi-annual conferences have been hosted by a wide variety of schools and have been held in virtually every possible location within the state.

A variety of formal and informal activities have assisted CAFAA members in sharing information about the profession. Probably the most effective of the formal activities has been the newsletter. First published in 1969 on a random basis as the CAFAA Newsletter, CAFAA CRIER. In 1990 the Association published its first Membership Directory. The document contains a copy of the CAFAA constitution and by-laws, current Executive Committee members, Life membership and alphabetical listing by member and institution. In January 1989 the first Financial Aid Awareness Week was conducted. Since its beginning, the Association has afforded its membership the opportunity to meet on a semi-annual basis. A formal conference was held in the Spring and Fall of each year until 2003 when the membership approved a change to one conference a year to be held in the Fall. The conference still remains the most viable and effective means of sharing information.

Chapter 3

GOVERNANCE

3.1 Organization Chart

3.2 Board of Directors

3.2.1 Composition

The Board of Directors shall manage the business and affairs of the corporation. The Board of Directors is composed of the President and one representative from each of the following sectors: four year public, four year private, two year public, proprietary, service organization and area vocational technical. The President-Elect shall serve as an ex-officio, nonvoting member and the Secretary shall serve as an ex-officio, nonvoting member and act as recording secretary.

3.2.2 Primary Responsibilities of the CAFAA Board of Directors

3.2.2.1 Determine the Mission of CAFAA

The Board of Directors fundamental responsibility is to insure that everyone understands the reason for CAFAA's existence. A mission statement should articulate the goals and serve as a guide for organizational planning, decision making, and priority setting and developing a long-range strategic plan.

3.2.2.2 Manage Resources Wisely

An important part of serving the public trust is protecting assets and ensuring current income is managed properly. CAFAA is

incorporated and tax exempt under state and federal laws and therefore this obligation goes well beyond its members. The Board of Directors should approve an annual budget to accomplish the established goals and objectives.

3.2.2.3 Determine and Monitor Programs and Services

The Board of Directors fundamental role is to determine that the current or proposed programs and services are consistent with CAFAA's stated mission and purposes and to recognize that quality programs and services for its' members define the success of CAFAA. Given limited resources and unlimited demand, the Board of Directors must decide among competing priorities. Although officers and committees have a certain degree of autonomy, financial and programmatic decisions should not be made independently.

3.2.2.4 Enhance the Organization's Public Image

The Board of Directors serves as a link between the administration of CAFAA and its constituents, which calls for an ambitious and effective public relations program. Clearly articulated achievements and contribution to the common good are a part of this process. Timely written reports from the officers and committees and explanations of Board of Directors actions are essential to promoting group understanding and commitment. Likewise, no Board member should represent themselves as speaking for the Board of Directors unless specifically authorized to do so.

3.2.2.5 Leadership Development

Although CAFAA has a formal nomination and election process, it is incumbent on the Board members of the Association to nurture, encourage and actively solicit those qualified members of CAFAA to positions of leadership.

3.2.2.6 Serve as a Panel of Appeals

Policies and procedures should preclude this particular area as a point of contention, but anyone can challenge judgment. The Board of Directors, or certain members of the Board, may be asked to serve as a final appeals panel in extreme cases.

3.2.2.7 Assess its Own Performance

It is good practice to review how the Board of Directors is meeting its responsibilities. This may include looking at the membership composition, member selection process, organizational procedures and overall performance.

3.2.3 Individual Board Member's Responsibilities

- Know the organization's mission, purpose, goals, policies, programs, services, strengths and needs.
- Serve in leadership positions or undertake special assignments as asked.
- Follow trends in the professional field.
- Bring a sense of humor to Board of Directors deliberations.
- Prepare for and participate in Board of Directors meetings.
- Maintain the confidentiality of executive sessions.
- Speak for the Board of Directors only if so authorized.
- Suggest agenda items to ensure matters of policy are addressed.
- Serve the organization as a whole in addition to representing sectors.
- Avoid any appearance of conflict of interest on any Board topic.
- Faithfully read and understand the financial statements and otherwise help the Board of Directors fulfill its fiduciary responsibilities.
- Assist all committees by identifying unsolicited entities and encouraging support.
- Communicate important CAFAA items, federal information, and general financial aid information to sector members as necessary.
- Solicit names for nominations committee for upcoming year.
- Ongoing: Retain separate records of expenditures unless opting to absorb costs from the institution's operating budget. CAFAA expenditure records (e.g. postage, printing, toll calls, etc.) must be submitted to the CAFAA treasurer for approval in a timely manner, (defined as no less frequent than at the time of the next scheduled Executive Committee meeting).
NOTE: Standard expenditures agreed upon by the Board of Directors in approving the annual budget do not have to be approved at a Board meeting but can simply be

submitted, with appropriate documentation, to the Treasurer for reimbursement.

3.3 Executive Committee

3.3.1 Composition

The Executive Committee is composed of the elected officers of the Association: President, President-Elect, Vice-President, Secretary, Treasurer, Treasurer Elect and the Immediate Past-President.

3.3.2 Responsibilities of Executive Committee

3.3.2.1 Authority to act as the Board of Directors

When the Board of Directors is not in session, the Executive Committee shall have and may exercise all of the authority of the Board of Directors except it shall not amend the Articles of Incorporation, adopt a plan of merger or consolidation, recommend the sale or disposition of any assets or property of the corporation, or recommend a voluntary dissolution of the corporation or revocation or amend the by-laws.

3.3.2.2 Management Responsibilities

The Executive Committee is responsible for the ongoing management of the organization.

3.4 Detailed Officer Descriptions

3.4.1 President

3.4.1.1 Basic Function and Responsibility

The President shall be the chief elected officer, shall preside at all meetings of the Association, and shall be the chairperson of and preside at all meetings of the Executive Committee and Board of Directors. The President shall appoint the members of all committees, except as otherwise specified in the by-laws, shall be an ex-officio member of all committees, and shall submit an annual report to the Association on all matters which may be of interest or concern to the members of the Association.

3.4.1.2 Duties, Responsibilities and Calendar

- Ongoing. Work with the President-Elect and site selection

committee for the fall conference; if needed, help with the contract negotiations and ongoing planning activities.

- Ongoing. Participate in committee events as requested
- Ongoing. Respond to all media and other queries and be the spokesperson for the Association.
- Ongoing. Be cognizant of the activities and the financial status of the Association at all times.
- Ongoing: Retain separate records of expenditures unless opting to absorb costs from the institution's operating budget. CAFAA expenditure records (e.g. postage, printing, toll calls, etc.) must be submitted to the CAFAA treasurer for approval in a timely manner, (defined as no less frequent than at the time of the next scheduled Executive Committee meeting).
NOTE: Standard expenditures agreed upon by the Board of Directors in approving the annual budget do not have to be approved at a Board meeting but can simply be submitted, with appropriate documentation, to the Treasurer for reimbursement.
- January. Coordinate selection of Leadership Conference attendees with NASFAA. Conference is usually in March, in DC, and we send 2-3 members. Usually President-Elect, Treasurer or Treasurer-Elect.
- January. Board Meeting. Review budget and amend if necessary.
- January-February. Coordinate Spring Decentralized Training with RMASFAA by identifying trainer, site, and dates. Order training materials. CAFAA traditionally pays for break at the training.
- February. Write the President's report for the CAFAA CRIER.
- Attend the RMASFAA Board of Directors meeting, which is normally held the first part of February; prepare and give the state report.
- Spring. Participate in the Financial Aid Awareness Week.
- Spring. Coordinate Fall Decentralized Training with RMASFAA by identifying trainer, site, and dates. Order training materials.
- May. Write the President's report for the CAFAA CRIER.

- Summer. Prepare for fall conference. Promote, receive and facilitate the selection of recipients for CAFAA awards to be made at the fall conference; make arrangements for plaques, certificates, etc.; selection at the July/August executive meeting. Obtain mementos for the outgoing Board of Directors and Executive Committee officers. Present them at the fall conference.
- July. Attend NASFAA as CAFAA representative-may be asked to be moderator of session.
- August. Write the President's report for the CAFAA CRIER.
- Fall. Write the state article for the Rocky Mountain Exchange (RMASFAA) for the winter issue; three other articles must be written for spring, summer and fall.
- Prepare Annual Report to be presented at Business Meeting at Fall Conference.
- Provide Leadership role at the fall conference. Preside at the Annual Business meeting and present awards. Send report to membership via Listserv re: conference – award winners and new officers.
- October. Purchase a Colorado State gift (approximately \$50 in value) as a raffle prize for the RMASFAA conference.
- October. Attend RMASFAA fall conference and represent the state of Colorado at the RMASFAA Board of Directors meeting.
- October. Send a list of officers to Webmaster to post on web page.
- October. Schedule Transition meeting for Board of Directors and Executive Committee in November. In addition plan to hold meetings at the fall conference, in March and July or other times as needed. Prepare agenda, identify location, and notify Board of Directors and Executive Committee members. Budget for next year to be drafted at the transition meeting for approval by December 31 with an effective date of January 1.
- November. Write article for CAFAA CRIER Winter Issue. This is normally done in November for winter, February for spring, May for summer and August for fall.
- December. Remind Committee chairs to develop goals and objectives, plans of action and priorities for the coming year and to present them to the Executive Committee at its January/February meeting.

- CAFAA, RMAFSA and NASFAA websites contain correspondence, copies of minutes, and other papers and documents. These websites are to be passed on to the next president for reference.

3.4.1.3 Length of Office

The President takes office for one year commencing on January 1 in the year following their election by the membership.

3.4.2 President-Elect

3.4.2.1 Basic Function and Responsibility

The President-Elect is an officer of the Association and in the event of death, resignation or removal of the President will automatically become the President of the Corporation. The President-Elect shall also serve as an ex-officio member on all committees and of the Board of Directors.

3.4.2.2 Duties, Responsibilities and Calendar.

- Ongoing. Act as Executive Committee liaison to the Financial Aid Awareness/High School Relations Committee and the Diversity Issues Committee. Attend meetings when possible and keep in contact with chairs.
- Ongoing: Retain separate records of expenditures unless opting to absorb costs from the institution's operating budget. CAFAA expenditure records (e.g. postage, printing, toll calls, etc.) must be submitted to the CAFAA treasurer for approval in a timely manner, (defined as no less frequent than at the time of the next scheduled Executive Committee meeting).
NOTE: Standard expenditures agreed upon by the Board of Directors in approving the annual budget do not have to be approved at a Board meeting but can simply be submitted, with appropriate documentation, to the Treasurer for reimbursement.
- January. Recommend to the President and Board of Directors potential members for the Nominations and By-Laws Committee.
- February. Recommend Site Selection Committee member(s) to the President and Board of Directors.
- March. Attend NASFAA Leadership Conference, and report to Board of Directors and Executive Committee on this meeting.

- Spring. Recommend to the Board of Directors potential site for fall conference; review contracts, obtain Board approval, finalize contracts with selected site.
- Spring. Attend the RMASFAA Board meeting with the President. (usually held in Denver)
- May. Start soliciting nominations (working with the Nominations Committee) for Directors and Officers to be elected for next year.
- October. Election to office.
- August. Obtain a recognition plaque for the outgoing President to be presented at the fall conference.
- August-September. Solicit nominations for next year's officers. Prepare ballots and coordinate election. Report winners at Fall Conference.
- August. Obtain the agreement of CAFAA members to chair committees, including the Conference Planning Committee, for the following year.
- September. Write Annual Report to be presented at the Fall Conference.
- October: Attend the Fall CAFAA Conference; present the reports of the Site Selection and Nominations committees; Serve as Parliamentarian at the business meeting; coordinate elections and announce new officers.
- October: Attend RMASFAA fall conference and represent the State of Colorado at the Board meeting for incoming members.
- November. Write an article for the CAFAA Crier. You will write 4 additional articles during the year usually in November, February, May, and August.
- November/December. Attend the initial meeting of the Board of Directors and Executive Committee, to "qualify" new members and receive any pertinent historical records from the preceding President-Elect.
- November/December: Schedule and preside at the transition meeting of the Board of Directors and Executive Committee. Turn over records and information to the new President-Elect.

3.4.2.3 Length of Office

The President-Elect shall serve for one year beginning January 1 of the year following their election by the membership. The

President-Elect automatically becomes the President one year later.

3.4.2 Vice-President

3.4.3.1 Basic Function and Responsibility

The Vice-President shall, in the absence of the President, perform all duties of the President and shall perform such other duties as assigned by the President or Board of Directors.

3.4.3.2 Duties, Responsibilities and Calendar.

- Ongoing. Develop a process for collecting information on Legislative initiatives at both the Federal and State level. Develop a process for disseminating legislative information to committee members and membership. Write CAFAA response to issues.
- Ongoing. Represent CAFAA on the RMAFSAA Legislative Issues Committee.
- Ongoing. Review and approve all materials for publication by CAFAA.
- Ongoing. Act as the CAFAA member on the CCHE Financial Aid Advisory Committee. Report to the Board of Directors and Executive Committee and write and send an e-mail to the membership with updates following each meeting. In addition, the Vice-President will write an article for the *CAFAA CRIER*.
- Ongoing: Retain separate records of expenditures unless opting to absorb costs from the institution's operating budget. CAFAA expenditure records (e.g. postage, printing, toll calls, etc.) must be submitted to the CAFAA treasurer for approval in a timely manner, (defined as no less frequent than at the time of the next scheduled Executive Committee meeting).
NOTE: Standard expenditures agreed upon by the Board of Directors in approving the annual budget do not have to be approved at a Board meeting but can simply be submitted, with appropriate documentation, to the Treasurer for reimbursement.
- Spring. Update CAFAA Student Success Stories if directed by the Executive Committee or Board of Directors. Publish and distribute the brochure.
- September: Prepare a report for the annual meeting at the fall conference.
- October/November: turn over all pertinent information to the

incoming Vice President at the conclusion of the transition meeting.

- November/December. Submit a budget to the Executive Committee. This information is obtained from the predecessor after the election and is then reviewed and updated as necessary.
- November/December: Attend the transition meeting for new officers and obtain all pertinent materials from the outgoing Vice President.

3.4.3.3. Length of Office

The Vice-President shall serve for one year commencing January 1 of the year in which they were elected by the membership.

3.4.4 Secretary

3.4.4.1 Basic Function and Responsibility

The Secretary is an officer of the Association and is responsible for recording distributing and maintaining the records for the Association, the Board of Directors and Executive Committee.

3.4.4.2 Duties, Responsibilities and Calendar

- Ongoing: Retain separate records of expenditures unless opting to absorb costs from the institution's operating budget. CAFAA expenditure records (e.g. postage, printing, toll calls, etc.) must be submitted to the CAFAA treasurer for approval in a timely manner, (defined as no less frequent than at the time of the next scheduled Executive Committee meeting).
NOTE: Standard expenditures agreed upon by the Board of Directors in approving the annual budget do not have to be approved at a Board meeting but can simply be submitted, with appropriate documentation, to the Treasurer for reimbursement.
- Ongoing: Inventory CAFAA letterhead and envelopes and maintain adequate supply.
- Ongoing: Attend Board of Directors/Executive Committee meetings.
- Ongoing: Within two weeks following each meeting, prepare minutes. Send minutes to Board of Directors and Executive committee for comments. President will authorize sending to CAFAA Listserv.
- Within two weeks, following the conclusion of the annual business meeting, typically in October, the minutes of that meeting will be provided by the past-secretary. At the transition meeting those

minutes will be provided to the new secretary for inclusion in the business meeting material packet at the next fall conference.

- October/November: provide the newly elected successor with all pertinent files and historical records of the Association. A detailed verbal briefing/orientation supplemented by this written job description will be provided to the newly elected Secretary at the transition meeting. The past-secretary will remain available to assist the new secretary through the first few months of transition.
- November/December: Attend the transition meeting for new officers; receive the CAFAA Secretary's laptop computer. Obtain all pertinent records and historical documentation from the predecessor immediately following the meeting

3.4.4.3 Length of Office

The Secretary shall serve for one year commencing on January 1 following the year in which they were elected by the membership.

3.4.5 Treasurer

3.4.5.1 Basic Function and Responsibility

The Treasurer is an officer of the Association and shall be responsible for maintaining financial records of the Association and performing transactions as directed by the Board of Directors. The Treasurer shall be under bond as determined by the Board of Directors.

3.4.5.2 Duties, Responsibilities and Calendar

- Ongoing: January to December: Monitor revenues and expenditures, and prepare periodic financial reports for the Board of Directors' and Executive Committee meetings.
- Ongoing: Retain separate records of expenditures unless opting to absorb costs from the institution's operating budget. CAFAA expenditure records (e.g. postage, printing, toll calls, etc.) must be submitted to the CAFAA treasurer for approval in a timely manner, (defined as no less frequent than at the time of the next scheduled Executive Committee meeting).

NOTE: Standard expenditures agreed upon by the Board of Directors in approving the annual budget do not have

to be approved at a Board meeting but can simply be submitted, with appropriate documentation, to the Treasurer for reimbursement.

- Ongoing: Coordinate training/learning opportunities for the Treasurer Elect designed to prepare that person for the duties and responsibilities of Treasurer. Work with our corporate financial institutions to have access to corporate accounts set up for the Treasurer Elect shortly after June in the year the person takes office.
- Ongoing: Ensure that, at all times, a minimum reserve of \$35,000 is maintained in cash and/or securities.
- Ongoing: Coordinate with the Past President for the billing, collection and receipt of all sponsorship monies.
- Ongoing: Deposit all funds received and pay bills for current expenses.
- January: Work with association financial institutions to change all account passwords and to update the signatories on the account to include the Treasurer and the new President.
- January: Close the books of the preceding fiscal year and work with the independent accountant contracted by the Executive Committee on the preparation of the annual IRS forms 990 and 990T.
- February. Provide President access to financial records in order to conduct review of records. This is in lieu of an external audit.
- September: Prepare a report for the annual meeting at the fall conference.
- October: Solicit the input from all current Officers and Committee Chairs as to planned expenses for the coming fiscal year; prepare a pro forma budget to be presented to the Executive Committee for review.
- October: Insure that payment is made to continue the bonding of officers and members of the board or directors.
- October/November: turn over all pertinent information to the incoming Treasurer.
- November: Insure that payment is made to the Secretary of State for Colorado to continue the association's non-profit status of 501c,3.
- November/December: Attend the transition meeting for new officers and obtain all pertinent records and materials from the outgoing Treasurer, including the Association's laptop computer and printer containing all of the current budget records.

- December. Provide new officer information to the bonding agent for the fidelity bond to include the Treasurer-Elect.
- December. Coordinate with the outgoing Treasurer so that all bank accounts, securities, signatories, etc. are changed to the incoming Treasurer and President.

3.4.5.3. Length of Office

The Treasurer shall serve for one year commencing on January 1 in the year following their year as Treasurer-Elect.

3.4.6. Treasurer Elect

3.4.6.1 Basic Function and Responsibility

The Treasurer-Elect is an ex-officio member of the Executive Committee of the Association. The Treasurer-Elect is charged with learning the responsibilities of the Treasurer position for the year immediately preceding their term as Treasurer. The Treasurer shall be under bond as determined by the Board of Directors.

3.4.6.2 Duties, Responsibilities and Calendar

- Ongoing: Attend all Board of Directors and Executive Committee meetings.
- Ongoing: Retain separate records of expenditures unless opting to absorb costs from the institution's operating budget. CAFAA expenditure records (e.g. postage, printing, toll calls, etc.) must be submitted to the CAFAA treasurer for approval in a timely manner, (defined as no less frequent than at the time of the next scheduled Executive Committee meeting).
NOTE: Standard expenditures agreed upon by the Board of Directors in approving the annual budget do not have to be approved at a Board meeting but can simply be submitted, with appropriate documentation, to the Treasurer for reimbursement.
- Ongoing: Assist the Treasurer by performing tasks assigned by the Treasurer (on the job training).
- January: Work with the Treasurer to close the books of the preceding fiscal year and work with the independent accountant contracted by the Executive Committee on the preparation of the annual IRS forms 990 and 990T.

- July: Work with Treasurer to have Treasurer-Elect's name added to the Association accounts (checkbook, certificates of deposit, etc.)
- October/November: turn over all pertinent information to the incoming Treasurer-Elect.
- November/December: Attend the transition meeting for new officers and obtain all pertinent records and materials from the outgoing Treasurer-Elect.

3.4.6.3 Length of Office

The Treasurer-Elect shall serve for one year commencing on January 1 in the year following their election by the membership. The Treasurer-Elect will assume the duties of the Treasurer of the Association at the conclusion of their year as Treasurer-Elect.

3.4.7 Immediate Past President

3.4.7.1 Basic Function and Responsibility

The immediate past president (IPP) of CAFAA shall not be considered an officer of the corporation; however, he/she shall serve on the Executive Committee. The major responsibilities of the IPP shall be chairing the Corporate Development Committee and coordinating all efforts associated with raising funds for the operating expenditures of CAFAA and updating By-Laws and Policy and Procedure, if needed, during his/her tenure as IPP.

The philosophy of CAFAA and its fundraising efforts has been to solicit commitments ONCE at the beginning of the operating year and invoice for payment when the event occurs. Sponsor solicitations for the next calendar year should be made in October in order to match the corporate budget planning process for the next fiscal year. Ensure that the Sponsorship Commitment Form is updated on the CAFAA web site for the next calendar year prior to October 1 of each year. This allows the sponsor a choice of committee(s), events or publication(s) they wish to support. Clarify what sponsors will be given for specific contributions. Recognition is given at the year-end annual meeting.

3.4.7.2 Duties, Responsibilities and Calendar

- Ongoing. Work closely with the Treasurer to ensure the accuracy of the Statement of Financial Condition.
- Ongoing: Retain separate records of expenditures unless opting to

absorb costs from the institution's operating budget. CAFAA expenditure records (e.g. postage, printing, toll calls, etc.) must be submitted to the CAFAA treasurer for approval in a timely manner, (defined as no less frequent than at the time of the next scheduled Executive Committee meeting).

NOTE: Standard expenditures agreed upon by the Board of Directors in approving the annual budget do not have to be approved at a Board meeting but can simply be submitted, with appropriate documentation, to the Treasurer for reimbursement.

- Ongoing. Update Policy and Procedures Manual as needed.
- Ongoing: Be prepared to respond promptly to the Board of Directors, Executive Committee or a Committee chairperson as to the status of corporate development.
- January: Poll the Board of Directors, Executive Committee, and members for any issues related to the By-Laws.
- February. Submit the nomination for the NASFAA state award by the March 1 deadline if appropriate.
- August/September: coordinate the recognition awards to be presented to the sponsors at the fall conference.
- October. Request from all sponsors the name of their supervisor or company CEO to send thank you letter on behalf of CAFAA.
- October. Ensure there is no accounts receivable for the succeeding immediate past president.
- October/November: identify institutions that have contributed in the past or may be willing to contribute toward the Association in the future.
- October/November: appoint to the Corporate Development committee at least one person from a postsecondary institution and at least one person from a lender/guarantor/secondary market, to advise on and assist with all fund-raising activities.
- October/November: develop an introductory solicitation letter (based on prior samples) to establish a familiar format for those sponsors who contribute perennially. The introductory letter should be mailed enough time in advance (late October) to allow sponsors the opportunity to build a contribution into their budget, and contribute toward those events that occur early in the operating budget year (i.e. F.A. Awareness).
- November/December: Attend the transition meeting for new Directors and Officers and turn over pertinent documents, etc. to new Past President.

- December: Coordinate with the Treasurer to create an electronic spreadsheet to maintain a record of commitments by sponsor for the committee and/or categories of events/activities they would like to support, and forward to the Treasurer who will record sponsorship receipts. The report is generally NOT provided to the general membership.

3.4.7.3 Length of Office

The Past President shall serve for one year commencing on January 1 of the year following their term as President.

Chapter 4

COMMITTEE ORGANIZATION

4.1 General Responsibilities

Committee responsibilities are specifically outlined below. Committee chairs are responsible for ensuring that their committees perform as outlined. It is important that the chair work closely with the co-chair to adequately prepare that individual for the second year of leadership as chair.

Committee chairs shall develop goals and objectives, plans of action and priorities for the coming year and shall present them to the Executive Committee at its January/February meeting. The co-chair shall be involved in the planning processes for the smooth development of the committee. This planning shall include a calendar. Since the Board is the final authority for the actions of the various committees, it is important that they review the goals, objectives and priorities of each committee. Individual committee plans should support the mission of the Association.

Committee chairs are responsible for calling all meetings and making physical arrangements, notifying the President of all meetings, setting the meeting agendas, distributing the agenda to all committee members and President prior to the meeting, distributing reimbursement forms and sending Reimbursement Claim Forms to the Treasurer. A Reimbursement Claim Form should be signed by the committee chair and submitted to the Treasurer for reimbursement of expenses by any committee member.

Committee chairs are responsible for providing the members with guidelines as to their responsibilities and tasks for the year and monitoring the performance of the committee and committee members. The co-chair shall be directly involved in assisting the chairperson in the on-going evaluation of the committee.

Committee chairs are responsible for submitting the committee's annual budget to the Board of Directors and being accountable for the budget approved by the

Board of Directors. Chairs shall monitor all expenses to ensure that they are legitimate expenses of the committee.

The chair is responsible for maintaining a written record of activities undertaken and time lines for completing of tasks and for reporting to the Executive Committee at each of its meetings as to the status of past, current and future activities. Committees and/or the chairs and co-chairs may have other duties as assigned by the President and/or Board of Directors.

4.2 Committee Membership Policy

- 4.2.1** Committee members must be CAFAA members in good standing as defined in the By-Laws.
- 4.2.2** All Committees should have “two-deep” leadership with a chair and a co-chair. The co-chair succeeds the chair for the second year on the committee. This shall assist in developing continuity on all committees. The President, or their designee, will select replacements for any vacated chair.
- 4.2.3** Committee chairs are recommended by the President to the Board of Directors for approval and/or dismissal.
- 4.2.4** A member may serve on more than one committee but it is strongly recommended that as many members as possible be invited to participate. The goal is to involve the entire membership.
- 4.2.5** During the selection process, every attempt will be made to select committee members representing the diversity of the membership.

The above policies are established to best serve CAFAA and its committee structure. The President, with the Executive Council notification, may make exceptions to these policies when such exceptions are in the best interest of CAFAA.

4.3 Term of Appointment

The term of appointment for Committee chairs and members is one year, except as specified in the By-Laws. The co-chair serves one year and then becomes the chair the following year.

4.4 Committee Meetings and Reports

- 4.4.1** Committee chairs and/or co-chairs shall generally attend the Executive Committee meetings. Committee chairs and co-chairs shall be notified of the specific dates and places in advance of each Board meeting.

- 4.4.2 Committee chairs shall provide a report to the Executive Committee at their regular meetings.
- 4.4.3 Committee chairs will prepare an agenda for each committee meeting
- 4.4.4 Minutes shall be taken at every committee meeting. Copies are sent to the members of the committee.
- 4.4.5 Each committee is responsible for submitting written quarterly reports to the CAFAA Newsletter, "CAFAA CRIER".
- 4.4.6 Committee chairs will pass the Policies and Procedures Manual and all other related material to the co-chair at the end of their appointment.

4.5 Committee Meeting Expenses

Expenses incurred by committee members attending committee meetings and performing authorized committee activities will be covered according to the policies of the Association.

Retain separate records of expenditures unless opting to absorb costs from the institution's operating budget. CAFAA expenditure records (e.g. postage, printing, toll calls, etc.) must be submitted to the CAFAA treasurer for approval in a timely manner, (defined as no less frequent than at the time of the next scheduled Executive Committee meeting).**NOTE:** Standard expenditures agreed upon by the Board of Directors in approving the annual budget do not have to be approved at a Board meeting but can simply be submitted, with appropriate documentation, to the Treasurer for reimbursement.

4.6 Detailed Committee Descriptions

4.6.1 Diversity Issues Committee

4.6.1.1 Purpose

This committee promotes diversity both within the membership of the organization and on campuses, through a variety of activities and training opportunities.

4.6.1.2 Duties, Responsibilities and Calendar

- January: begin planning for outreach programs to be conducted in the spring and/or fall.
- January/February: present to the Executive Committee at its meeting, a projected budget and goals, objectives and activities for the coming year.

- September: provide projected budget for the new fiscal year to the Treasurer for inclusion in the pro forma budget.
- September/October: present or provide a report of committee activities at the Fall conference.
- October/November: solicit necessary volunteers and conduct various financial aid and scholarship information workshops for junior and senior high school students.
- November/December: attend the transition meeting to provide all pertinent materials to the incoming committee chair.
- November/December: attend the transition meeting for new committee chairs and obtain all pertinent materials from the outgoing committee chair.

4.6.2 Financial Aid Awareness Committee

4.6.2.1 Purpose

The purpose of the committee is to cultivate and enhance the relationship between financial aid profession and the community that the Association serves. The committee provides training to students, parents and high school counselors throughout the state about financial aid.

The Service Organization Sector Committee joined the Financial Aid Awareness Committee in 2002

4.6.2.2 Duties, Responsibilities and Calendar

- Ongoing: Serve as the CAFAA representative to the Colorado Council on High School/College Relations and in this capacity chair their Financial Aid Committee. Meetings are typically held on a monthly basis.
- January/February: present to the Executive Committee at its meeting a projected budget and goals, objectives and activities for the coming year.
- Early spring: conduct the Financial Aid Awareness call-in night in conjunction with the immediate past committee chair.
- Fall: coordinate the financial aid training at the annual meeting of the Colorado Council on High School/College Relations.
- September: provide a projected budget for the next fiscal year to the Treasurer for inclusion in the pro forma budget.

- September: begin planning for the November/.December training sessions at the annual meeting of the Colorado Council.
- September/October: present or provide a report of committee activities at the Fall conference.
- October: begin planning for the January Financial Aid Awareness call-in event. Coordinate with Denver Channel 9 (or other television/radio stations including Colorado Springs and Fort Collins) for access to their telephones.
- November/December: attend the transition meeting for new committee chairs and obtain all pertinent materials from the outgoing committee chair.

4.6.3 Professional Development Committee

4.6.3.1 Purpose

The purpose of the Professional Development Committee is to perform needs assessment of the membership, and to develop programs and services to meet those needs. The committee will review, develop, provide, advertise and encourage member participation in professional development training opportunities. The committee will also identify sources within and outside of CAFAA to provide supplemental training to meet the needs of the membership

4.6.3.2 Duties, Responsibilities and Calendar

- January/February: present to the Executive Committee at its meeting a projected budget, goals, objectives and activities for the coming year.
- February-March: work with committee members on planning activities or sessions as stand alones or as part of the Spring Conference Review regional opportunities also.
- March-April: If/when the Board of Directors has approved the expenditure, determine Excess Revenue Scholarship amounts for the prior year recipients.
- May-September: work with committee members on planning activities or sessions as stand alones or as part of the Fall Conference. Review regional opportunities as well. Prepare Annual Committee Report for the Board meeting at the Fall Conference
- October: provide committee report or present at the Fall Conference. Acknowledge committee members at conference. Recruit additional members.

- November/December. attend the transition meeting to provide pertinent material to incoming committee chair.
- November/December: attend the transition meeting for new committee chairs and obtain all pertinent material from the outgoing committee chair.
- December: via conference call, email or meeting discuss goals and budget for upcoming year with committee members.

4.6.4 Technology Committee

4.6.4.1 Purpose

The purpose of the Technology Committee is to enhance communication among the CAFAA membership through technology. The committee provides training materials and instructions to the membership regarding the use of new and changing technologies.

4.6.4.2 Duties, Responsibilities and Calendar

- Monthly: schedule meetings approximately monthly utilizing technology to encourage a broad geographical representation on the committee.
- January: present to the Executive Committee at its meeting, a projected budget, goals, objectives and activities for the coming year.
- September/October: provide a report of committee activities and/or present a technology session at the Fall conference.
- November/December: attend the transition meeting for new committee chairs and obtain all pertinent material from the outgoing committee chair.
- December: schedule conference call with committee members to plan budget and goals for coming year.

4.6.5 Membership

4.6.5.1 Membership Coordinator

The coordinator, along with the secretary, treasurer, and the technological committee, will maintain membership records of the Association. The Coordinator may appoint committee members to assist with the duties.

4.6.5.2 Duties and Responsibilities.

- Maintain close communication with the CAFAA Secretary as the Executive Committee liaison
- Maintain close communication with the Treasurer and the Chairperson of the Technology committee
- Maintain Mailing List of paid CAFAA members
- Maintain membership directory on CAFAA home page. Maintain membership listing on the CAFAA home page as “Membership by Member”, “Membership by Institution” and “Membership by Sector”
- Provide a Membership Committee Report to be included in each CRIER
- Continuously update membership monthly on the CAFAA home page
- With the Technology Committee, maintain an update of listserv addresses
- Provide mailing labels upon request to members and non-members. There is a \$25 charge for mailing labels that are not used for CAFAA purposes.

4.6.5.3 Calendar

- January: Coordinate the updated membership database with the listserv e-mail addresses.
- February: Research information for any upgrade to the CAFAA database. Current fields maintained are:
 - Name
 - Institution/Business
 - Business Address
 - Work telephone number
 - Personal work telephone
 - Fax phone number
 - E-mail address
 - Current enrollment status by listing year
 - Year of initial CAFAA Membership
- March: Revise Membership renewal application and post on the

website

- May: Review database for accuracy and continue website update.
- October: Review Renewal application with the Secretary and Treasurer before posting on the website or mailing to Life Members and members without e-mail addresses
- October: Add a reminder to the Listserv for online Renewal and send out renewal applications to Life Members and the membership without e-mail addresses. Membership applications are due on the first Friday of December each year.
- October: Begin to collect membership Renewals from the Treasurer and update membership list on the website. Send information about new Membership applications via e-mail to the Board of Directors for approval if not already approved at a committee meeting.
- October: Provide updated membership list of current year members to CAFAA Secretary at the fall meeting.
- November: Attend Transition meeting and provide incoming chair with the Membership database and application records and any supplies including labels and stationery.
- November: Send e-mail reminder notice to members who have not renewed. Prepare list of current members to be used in the website membership directory. This list will include all members who have joined or renewed CAFAA membership for the upcoming year.
- November: After the fall conference, attend qualifying meeting and obtain all pertinent records and materials from outgoing Membership Coordinator including the membership list, database, labels and stationery. Recruit members for the Membership Committee.
- December: At the Executive and Board Meeting, retrieve any application forms not previously added to the membership. Review current membership list requirements and add or remove information as requested by the Board of Directors and the Executive Committee.
- December: Complete the update of the CAFAA database and update the listserve and the website

4.6.6 Newsletter Committee

4.6.6.1 Purpose

The newsletter committee is responsible for editing the newsletter, CAFAA CRIER, and posting it to the web. The CRIER serves as an informational forum for the Association's activities, concerns, and issues affecting the financial aid profession.

4.6.6.2 Duties and Responsibilities

Editor:

- Sets deadline dates by which to receive articles and posting dates for the web. Historically, the CRIER is posted in March, June, September and December.
- Maintains records of CAFAA CRIER-related expenditures, if any. Submits to the CAFAA treasurer for approval/payment in a timely manner. Any unusual expenditure must be submitted to the Executive Committee for approval.
- Writes "Letter from the Editor" for each issue of the CRIER.
- Solicits or writes feature articles for each issue of the CRIER.
- Concatenates all articles, photos and features and puts them into web-friendly format.
- Performs any duties not being filled by other committee members.
- Chairs Committee meetings.
- Attends CAFAA Executive/Board of Directors Meetings

Co-Editor:

- Assists Editor in all of the above tasks.
- Writes feature articles for issues of the CRIER.

Committee and Sector Report Coordinator:

- Preferably, this will be an Officer, Member of the Board of Directors, or Committee Chair.
- Follows up to assure that all Sector Representatives and Committee Chairs submit reports to each issue of the CRIER.
- Reviews and edits reports for font size, etc. and submits to Editor.

Announcements Coordinator:

- Solicits Announcements for each issue of the CRIER.
- Gathers information regarding membership. For example, if a job announcement is sent to the listserv, then before the next issue, this committee member would contact that school to find

out if the job has been filled, and by whom.

- Compiles announcements, edits for content and font, and submits to Editor for each issue of the CRIER.

Technology Coordinator:

- Coordinates with the Technology Committee. May be a member of the Technology Committee.
- Installs new issues of the CRIER on the web. Assures a common look and feel between issues, and assures that graphics and materials are attractive and web-friendly.

News Coordinator:

- Follows up on news and issues of interest to the financial aid community and writes status reports for the CRIER. Examples would be Colorado Mentor, NASFAA press releases, new technology.
- Maintains a calendar of events (CAFAA, RMASFA, NASFAA Conferences, Summer Institute, CSLP training sessions, EAC conferences) and decides what needs to be printed in the CRIER.

4.6.6.3 Calendar

- Late February: Announcements Coordinator solicits announcements on list serve. Reports Coordinator reminds all committee chairs and sector representatives to submit reports.
- March 1: Deadline for the spring issue.
- March 15 (or earlier): Spring issue is on the web. Editor sends announcement to list serve.
- Late May: Announcements Coordinator solicits announcements on list serve. Reports Coordinator reminds all committee chairs and sector representatives to submit reports.
- June 1: Deadline for the summer issue.
- June 15 (or earlier): Summer issue is on the web. Editor sends announcement to list serve.
- Late August: Announcements Coordinator solicits announcements on list serve. Reports Coordinator reminds all committee chairs and sector representatives to submit reports.
- September 1: Deadline for the autumn issue.

- September 15 (or earlier): Autumn issue is on the web. Editor sends announcement to list serve.
- November: Committee meets and determines deadlines and themes for the following year's issues. Co-editor takes over as Editor
- Late November: Announcements Coordinator solicits announcements on list serve. Reports Coordinator reminds all committee chairs and sector representatives to submit reports.
- December 1: Deadline for the winter issue.
- December 15 (or earlier): Winter issue is on the web. Editor sends announcement to list serve.

4.6.7 Historian

4.6.7.1 Purpose

The historian is responsible for maintaining the archive history of the association including all records pertaining to the history of CAFAA including written information and photographs.

4.6.8 AD HOC (as necessary)

4.6.8.1 Formation

The President is authorized to form Ad Hoc Committees to address specific needs and/or concerns that may not directly fall under the auspices of a standing committee. The President shall nominate a chair and co-chair, if desired, to provide leadership for the ad hoc committee. All such committee and leadership positions are subject to approval by the Board of Directors.

4.6.8.2 Length of Function

Unless stated otherwise in the formation of the committee, the committee shall not function beyond two (2) calendar years after its creation. There is no limit to the number of ad hoc committees which may be in existence at one time but prudence should be used. There is no limit to the number of times an ad hoc committee can be re-authorized.

Chapter 5

FINANCE

5.1 Audit Policy

A financial audit of the organization will be conducted every three years. This audit will be conducted by an independent accounting firm as chosen by the Executive Committee. It is suggested that the firm that completes the tax return for the year in Treasurers' Term expires be retained to complete the audit. An informal internal audit and confirmation of assets will be conducted by the Board of Directors and the Executive Committee on at least an annual basis and no later than April 1 of the following year. The President will review the records and present findings to the Board and Executive committee.

5.2 Commitments or Contract Signing Policy

5.2.1 Contracts Greater than \$600

Commitments or contracts greater than \$600 require a written contract. Contracts greater than \$5000 require the Board of Directors approval before any Association officer is authorized to sign contracts of CAFAA's behalf. All speakers will sign a Speaker's Contract. See CAFAA web site under "Forms".

5.2.2 Hotels and/or Conference Center Properties

Contracts that involve hotels and/or conference center properties will be reviewed by the appropriate committee chair and approved by the Board of Directors. If timeliness is a factor, a Board conference call may be held to discuss and approve the contract. Both the President and the President-Elect will sign such contracts.

5.2.3 Non-hotel and/or Meeting Sites

Contracts which involve non-hotel and/or meeting site properties, i.e., printing, supplies, entertainment groups, etc., will be reviewed by the responsible committee chair for the activity/event prior to contract signature and may be signed by the Chair.

NOTE: "Contract" in this policy statement is meant to include letters of intent or similar documents.

5.3 Sponsorship, Advertising and Exhibit Policy

5.3.1 Policies

5.3.1.1 Sponsorship by organizations to underwrite expenses of CAFAA activities will be encouraged by the Association. Sponsorship will be solicited as undesignated funds with no organizational linkage to a particular event within the conference or other activity.

5.3.1.2 The Association shall provide a designated exhibit display area at the Annual Conferences.

5.3.1.3 Sponsors and vendors will receive visibility only if they are members of CAFAA.

5.3.1.4 The Association will charge each exhibitor an amount that covers, at a minimum, all costs incurred for the exhibit set up.

5.3.1.6 Corporate entities serving the aid profession will be actively invited to advertise products and services in all CAFAA produced written materials and/or through Banner Sponsorship on the CAFAA Web site. Advertising rates are established by the Corporate Development Chair and the Publications Chair with approval of the Board.

The association reserves the right of approval and to limit all paid advertising in its publications.

Advertising may be considered unrelated business income to the association, and, as such, may be subject to corporate income tax.

5.3.2 Procedures

The Conference Committee, in conjunction with the Past President, will be responsible for coordinating proper recognition of exhibition and sponsors at all CAFAA activities.

5.3.3 Sponsors

Sponsors will be solicited to underwrite expense items except food service and/or other activities that may involve alcohol.

5.3.3.1 Sponsors shall be recognized in the conference program.

5.3.3.2 There will be no free registration for sponsors. Non-member sponsors attending the conference pay the same registration fees as members.

5.3.4 Conference Exhibitors

5.3.4.1 Exhibitors serving the financial aid profession will be actively invited to display their products/services.

5.3.4.2 All approved exhibits will be displayed in an area designated for that purpose by the Association.

5.3.4.3 The distribution of any promotional material by an approved exhibitor will take place only in the area designated for exhibitor displays.

5.3.4.4 There will be no promotional material distributed without approval of the Board of Directors or their designee.

5.3.4.5 Each exhibitor will receive credit for his/her participation in the conference program.

5.3.4.6 There will be no free registration for exhibitors. Non-member exhibitors wishing to attend conference functions may pay the same registration as members.

5.4 Membership Dues Payment

Annual dues for CAFAA are established by the Board of Directors. Effective 2004 the membership year will transition to a calendar year (January through December). Dues are payable on the first Friday of December of each year or a date set by the Board of Directors. Membership must be paid prior to the day of the event for the activity to receive the membership rate. Individuals attending CAFAA activities shall be charged the non-membership fee until dues are paid. The non-membership rate is 125% of the member cost of the activity

5.5 Registration Fee Refund Policy for Annual Conference/Workshops

5.5.1 All requests for refunds shall be in writing and sent to the Treasurer for approval.

5.5.1.1 A 100% refund shall be granted if the request is received at least 15 calendar days prior to the start of the activity. The Treasurer shall confirm that the fee was received and issue

the refund to the proper entity (individual or school) with notification to the Committee chair.

5.5.1.2 A request for refunds due to extenuating circumstances may be granted upon approval of the Treasurer and President. Such requests must be received within 15 days after the activity has taken place.

5.5.1.3 Registration fees may be transferred to another individual.

5.6 Insurance Policies and Bonding

CAFAA shall be responsible for the purchase of insurance in order to safeguard the corporation and its members. All officers of the Association shall be covered by Blanket Dishonesty Bond adequate to cover the reserve.

5.7 Investment Policy

5.7.1 The purpose of an investment policy is first to safeguard the funds of the Association and secondly to produce as high an interest income as possible. The Treasurer shall be authorized to invest CAFAA funds. A review of the investments shall be performed annually by the Board of Directors or more often if deemed necessary because of economic conditions or the needs of the Association.

5.7.2 All CAFAA funds will be evaluated as a part of the investment plan. The Treasurer is authorized to invest in:

- Certificates of Deposit
- Money Market Funds
- Savings Banks/Credit Unions
- Treasury Bills
- Short Term Bonds and Notes
- Commercial Paper and Deposits in Commercial Banks

The Treasurer is authorized to use an investment broker to assist in the management of the funds.

5.8 Reserve Fund Policy

5.8.1 The Reserve Fund has been established as a capital reserve for the Association to be set aside for contingencies. The intent of the Reserve Fund is to have funds available to meet unusual income shortfalls. Any withdrawal from the fund is defined as a capital liquidation and therefore should be considered an extreme measure. Withdrawals from this fund should only be made after consultation with the President and approval of the Board of Directors.

5.8.2 The reserve funds shall be no more than the equivalent of the annual

budget. The reserve fund is equal to equity less the non-liquid assets on the December 31 balance sheet. The board of Directors shall:

- Review the value of the reserve funds annually after the end of the fiscal year, but before April 30 of the following year
- Determine annually how to allocate and expend the excess funds within the next fiscal year, or
- If no excess funds exist, determine how to increase the reserve to match the annual budget

5.8.3 The level of funds to be maintained in the Reserve Fund shall not be less than \$35,000.00.

5.9 Reimbursements, Honoraria and Travel Expense Policy

5.9.1 CAFAA members serving as conference speakers/presenters may not be reimbursed for any personal expenses related to the conference (i.e., registration, transportation or room and board). This general policy also applies to individuals who work for agencies whose business is financial aid. An honorarium may be paid to members who are designated “keynote” speakers at Annual Conferences.

An exception to this policy may be made by the activity Chair and President for those members who are non-practicing financial aid administrators who would otherwise not receive reimbursement for their expenses or those who are acting in a non CAFAA related activity such as RMAFAA Road Rally.

5.9.2 The activity committee chair may authorize travel expenses, hotel accommodations and meals for non-member speakers for appropriate periods.

5.9.3 The activity committee chair shall ask if the non-member speakers will charge any additional fees (i.e., honoraria, stipends). It is suggested that \$200 is a reasonable guideline for interest session speakers. Approval of the Committee Chair is needed before final commitments are to be made. Any speaker honoraria of \$600 or more requires a written contract.

5.10 Revenue and Expenditures Policy

It is essential that ALL CAFAA funds are managed by the Treasurer, all income deposited into a CAFAA account and all expenses paid from one account. This will simplify and expedite the filing of the IRS tax return and the annual audit. It also facilitates cash flow

5.10.1 The Treasurer shall have responsibility for all of CAFAA’s financial transactions including:

- All check writing

- Issuing all refunds
- Payment of all expenses
- Receiving of all income and reconciliation of bank statements.
- Investments as approved in 5.7.2

5.10.2 Checking Accounts

5.10.2.1 CAFAA shall have only one checking account.

5.10.2.2 It shall be an interest bearing account at the highest possible rate.

5.10.2.3 Signatories will include the following:

- Treasurer
- President
- Treasurer-Elect upon completion of approximately 50% of their term and provided the Treasurer has provided adequate training.

5.10.2.4 The address of the CAFAA's post office shall appear on the account.

5.10.2.5 All CAFAA income and expenses shall pass through this account

- All deposits will be made in a timely fashion (within 7 working days)
- Accounts payable should be paid within 30 days.
- Every effort will be made to reimburse individual CAFAA members as quickly as possible.

5.10.2.6 The Treasurer is not authorized to cash personal checks.

5.10.2.7 A purchase order does not constitute payment for any Association activity.

5.10.3 Conference/Workshops/Activities/Dues

All receivables are to be made payable to CAFAA and directed to the Treasurer for deposit to the CAFAA Checking Account. Under no circumstances will an agency/institution be allowed to receive and hold CAFAA funds, deduct CAFAA expenses and remit the excess income to CAFAA.

All activity expenses shall be paid from the CAFAA checking account. Completed, signed and dated reimbursement forms shall be attached to all invoices, contracts, etc.

5.11 Sales Tax Reimbursement Policy

CAFAA is a tax-exempt organization as classified under Internal Revenue Service Code 501 c (3) and is exempt from the payment of various federal and state taxes.

Effective January 1996 it is the responsibility of each officer, committee, chair and committee member to follow through on this exemption. When making purchases or contracting for services, the representative must advise the vendor of the tax exemption in advance. By doing this it will preclude any sales tax charges. You may be required to show proof of the tax exemption or to provide the Association Federal I.D. number that is found on the IRS form located under “Forms” on the CAFAA web site.

It is requested that each officer or chair review all charges carefully and if in doubt contact the CAFAA Treasurer.

5.12 Stale Check Policy

All CAFAA checks will be marked “VOID after 90 days.” If a check becomes void, it is the payee’s responsibility to request in writing that a duplicate is issued. Such requests are sent to the Treasurer. If no request is received, that check is declared “stale.”

5.12.1 A stale check that is later reissued will be charged to the same account from which it was originally issued if the fiscal year records are still open.

5.12.2 An account will be established in the current year titled “Prior year(s) expenditures” when the stale check is from a closed prior fiscal year.

5.12.3 An on going “Stale Check Record” will be maintained as a part of CAFAA’s permanent financial records.

5.12.4 It will not be openly publicized to the membership.

5.12.5 A copy will be made available upon request to any CAFAA member.

***NOTE:** By declaring a check stale, CAFAA is not relinquishing its obligation to the payee.

5.13 Travel Expense Reimbursement

All out of state Association travel must be authorized by the Association’s President, either in writing or verbally, before travel costs are incurred. Approved budget line items do not need approval.

The CAFAA Reimbursement Claim Form and required receipts must be submitted to the Treasurer for reimbursement of travel expenses. Reimbursement will be made in accordance with the following guidelines:

5.13.1 Commercial Transportation

A receipt is required. Commercial transportation (coach rate) will be reimbursed at actual cost. Air reservations should be made as early as possible in order to take advantage of lowest rates, i.e., “super-saver fares”.

5.13.2 Private Vehicle

Privately owned vehicle transportation costs shall be reimbursed at the rate established by the State of Colorado. Reimbursement for such use cannot exceed the cost of commercial airfare unless approved by the President.

5.13.3 Lodging

A receipt is required. Reasonable and prudent expenses for lodging shall be reimbursed at actual cost.

5.13.4 Meals

Meals, including tax and tips, shall be reimbursed per the State of Colorado per diem guidelines. Also see the CAFAA Alcohol Policy. See the Appendix A for the State guidelines.

5.13.5 Limousine, Cab, Parking and Other Fares

Actual costs for limousine, cab, parking and other fares up to a maximum of \$10.00 per fare or fee will be reimbursed without receipts. Request for reimbursement in excess of \$10.00 per fare or fee must be accompanied by receipts.

Submit a Reimbursement Claim Form and required receipts to the CAFAA Treasurer. See CAFAA web site under “Forms”.

Chapter 6

AWARDS

6.1 Hall of Fame

This award recognizes CAFAA members who have made significant contributions to the financial aid profession and to CAFAA over a long period of time. The awardee is nominated by and selected by the Board of Directors and the Executive Committee. See CAFAA web site under “Recognition” for a list of recipients.

6.2 Life Membership

Life membership is an honorary position bestowed upon any person who has formerly met the qualification of membership to the Colorado Association of Financial Aid Administrators. A candidate for life membership is nominated by a member of the Association and selected by the Board of Directors and the Executive Committee. A life member in good standing shall be entitled to vote as a member of the Association and to attend meetings but may not hold office in the Association. *Life membership is an honorary position and life members are not charged a membership or conference registration fee.* See CAFAA web site under “Recognition” for list of recipients.

6.3 Tom Monahan Rookie of the Year

This award recognizes a member of our association with 1-3 years experience as a financial aid professional. The recipient must be from a postsecondary institution, a CAFAA member, demonstrate outstanding ability in the field of financial aid and has made a contribution to the financial aid profession. Nominations are solicited from the Association membership and selection is made by the Board of Directors and the Executive Committee.

6.4 Postsecondary Institution Professional of the Year

The recipient of this award must be a CAFAA member, have at least four years experience in the profession, be employed by a postsecondary institution and must have made significant contribution(s) to their institution and have been actively involved in CAFAA. Nominations are solicited from the Association membership and selection is made by the Board of Directors and the Executive Committee.

6.5 Service Organization Sector Professional of the Year

This award is given to a person who is a CAFAA member, has at least two years experience in the profession, is employed by an agency or business (other than a school) associated with the financial aid profession and has made significant contribution(s) to their institution and has been actively involved in CAFAA. Nominations are solicited from the Association membership and selection is made by the Board of Directors and the Executive Committee.

6.6 Distinguished Staff Member of the Year

This award recognizes a support staff member. The recipient does not have to be a CAFAA member, must be considered a non-professional staff member (e.g. secretary, clerk, receptionist, data entry operator or anyone the office cannot function without), and must have at least one year experience in the office and must have made significant contributions to their office. Nominations are

solicited from the Association membership and selection is made by the Board of Directors and the Executive Committee.

6.7 President's Service Award

This award recognizes a member of the Association who has made outstanding contributions to CAFAA. The recipient of the award will be chosen by the President. This award is made at the discretion of the President and may or may not be presented every year.

Chapter 7

POLICIES AND PROCEDURES

7.1 Alcohol Policy

CAFAA does not encourage nor discourage the serving of alcohol at CAFAA functions in an appropriate environment and in accordance with Federal, State and Local Ordinances.

CAFAA proceeds may not be used to purchase alcoholic beverages. The consumption of alcohol is laid to bear on the consumer.

7.2 Nominations and Elections Procedures

Strong leadership is essential to a strong association. The following guidelines have been developed to ensure that the best people are nominated and elected to office. The President Elect shall serve as the Chairperson of the Standing Committee on Nominations and Bylaws.

All people elected to the Executive Committee and Board of Directors must be CAFAA members in good standing.

Nominations and Elections for the upcoming year are the responsibility of the President-Elect or designee(s). Nominations are solicited from the membership via the CAFAA CRIER. A short biography is required from each of the nominees. Notice of elections is sent via the CAFAA listserv to all members in good standing. Electronic voting is currently hosted by one of the colleges. The ballots and biographies are available on-line for review and subsequent voting by all members in good standing. Ballots will be mailed to those members who do not have access to the internet as indicated by an absence of an e-mail address on the association membership directory. The votes are automatically tracked, with an edit to allow only one vote per member, and totaled on a spreadsheet. The spreadsheet is provided to the President-Elect or designee at the close of the voting period. This designee cannot be one of the nominees. The results of the election are held in confidence and announced at the annual Fall Business meeting. The spreadsheet/ballots are to be destroyed at the instruction of the

Board of Directors or upon approval by the membership during the annual business meeting.

7.3 Web Page

7.3.1 Purpose

The purpose of the CAFAA World Wide Web site is to facilitate and increase communication among the CAFAA membership. The CAFAA Web Page will fulfill this purpose by including sub pages that provide financial aid resources, information for high school counselors, financial aid job listings, publications, the membership directory, a calendar of events, listings of officers and committees, official documents, etc.

7.3.2 Host Server

ITSAMAC is providing the host server for the CAFAA web page. The CAFAA home page is subject to any policies, procedures and guidelines that are established by ITSAMAC.

7.3.3 Oversight

Every web page has a "webmaster." The Webmaster will be designated by the Technology Committee. The webmaster is responsible for the security and technical maintenance of the Web Page. The CAFAA Technology Committee (the committee) shall have all other responsibilities, except that the CAFAA Board of Directors (the Board) will be responsible for the purpose statement.

7.3.4 Acceptable Use

All users are expected to provide materials that are consistent with federal and state law, ITSAMAC policies and procedures and that further the role and mission of CAFAA. Users are encouraged to provide materials that are high in quality, are technically complete and adequate to the purpose, are regularly updated and monitored and provide information that benefits the CAFAA membership and other sectors approved by the CAFAA Technology Committee.

7.3.5 Who Contributes

All sectors of the CAFAA membership are encouraged to provide materials that will be of interest to the membership and other appropriate groups. Examples include hyperlinks (as approved) to individual CAFAA member organizations (e.g. Pikes Peak Community College), a directory of speakers, employment opportunities, CAFAA publications, and

information regarding CAFAA and its membership. The CAFAA Technology Committee will work closely with the President of CAFAA. The committee reserves the right to limit, restrict or extend privilege and access to its information resources.

7.3.6 How Materials are Submitted

7.3.6.1

A CAFAA member will provide the proposed material through a CAFAA Technology committee member, executive officer or board member.

7.3.6.2

Once the committee has reviewed the material, they will approve or disapprove the proposed material for inclusion on the home page based on the consensus that: (a) the material meets the purpose of the home page; and (b) the material can be reasonably monitored and updated. Decisions may be deferred to the CAFAA Board of Directors.

7.3.6.3

If approved, the committee will designate a CAFAA member to monitor and update the materials as provide in the attached guidelines. Passwords to access sub pages will be provided as needed to the designees.

7.3.6.4

New material will be added to the home page as soon as is reasonably possible as determined by the chair of the committee.

7.3.7 Guidelines for the Creation of Sub pages

Information should be provided in a format that is easy to read and formatted for ease of use. If possible, an e-mail address should be listed for members to provide feedback or increase communication. If e-mail is provided, messages should be answered in a timely manner. Material should be concise and well organized. Hyperlinks are encouraged.

7.3.8 Hyperlinks

The committee will review each request for a hyperlink. Upon approval by the committee, hyperlinks will be provided to the organizations of individual CAFAA members. CAFAA does not assume any responsibility for the content of other organizations' home pages that are linked form the home page. A disclaimer stating such will be included on the home page. Hyperlinks to personal web pages will not be allowed.

7.3.9 Technical Standards

To decrease the time taken to access the home page, graphics will be limited. All documents should be formatted so that any user can utilize and navigate the entire home page.

7.3.10 Continuing Review

The entire Website will be reviewed for currency and accuracy every two months by a CAFAA member determined by the committee.

Discrepancies will be noted to the responsible person for correction.

The committee at its discretion may remove any sub page at any time.

7.3.11 Authority

All decisions regarding the maintenance, monitoring and updating of the home page will be made by the CAFAA Technology Committee. The Committee, at its discretion, may defer decisions to the CAFAA Board. The CAFAA Board will set, periodically revisit and may change the purpose statement of the home page. In addition, the CAFAA Board of Directors may set additional guidelines as situations arise or supersede the decisions of the Committee.

7.3.12 Advertising

At this time, no solicitations or advertisements are recommended on the home page unless pertaining directly to the business of CAFAA.

7.3.13 Revising the Policies, Procedures and Guidelines

The CAFAA Technology Committee may revise any part, except the purpose statements, of the policies, procedures and guidelines at any time.

7.4 Fees and Charges for guests of CAFAA Conference Attendees.

7.4.1 CAFAA conferences are professional gatherings to meet the objectives outlined in CAFAA Policy 8.1.1. Since the conference is a gathering of professionals, guests of conference attendees are welcome but cannot be accommodated by the organization. Meal tickets can be purchased for guests.

7.4.2 The actions and behavior of conference attendee guests are the sole responsibility of the conference attendee and CAFAA assumes no responsibility or liability for conference attendee's guests.

7.4.3 A CAFAA conference has specific functions that can be attended by the

guests, including meals and guest speakers. In general, these functions will cost 100% for a guest.

7.4.4 The Conference Committee Chair or CAFAA President may waive any of the fees outlined in this particular policy.

7.4.4 CAFAA Life Members do not have to pay a registration fee.

Chapter 8

CONFERENCE GUIDE

8.1 Objectives and Responsibilities

8.1.1 Objectives of Conference

8.1.1.1 Provide a forum for the exchange of ideas.

8.1.1.2 Provide a meaningful contribution to the improvement of professionalism of the membership in terms of skill, knowledge, and leadership.

8.1.1.3 Promote and enhance the participation of CAFAA members.

8.1.1.4 Promote increased membership in the organization.

8.1.2 Responsibilities of Conference Committee

8.1.2.1 Develop the conference program, identify key issues and topics to be addressed.

8.1.2.2 Select, invite, follow-up with presenters and moderators to insure their participation.

8.1.2.3 Work with others on the committee to ensure individual responsibilities are being met.

8.1.2.4 Work with the hotel management in securing individual needs of the members and of the conference committee.

8.1.2.5 Arrange social events and plan local arrangements to provide for the comfort of persons attending the conference.

8.1.2.6 Develop and implement a theme (if desired.)

8.1.3 Responsibilities of the Committee Chairperson

8.1.3.1 Work jointly with the president of the association in selecting committee members.

8.1.3.2 Arrange and call all meetings of the committee.

8.1.3.3 Assume responsibility for the conference.

8.1.3.4 Create budget for the committee. Create the registration fee for the conference (needs to be approved by the board of directors.)

8.1.3.5 Coordinate with various committee members to offer assistance and insure assigned tasks are being completed on time.

8.1.4 List of Duties for Individual Committee Members

Each conference committee member may have responsibility for more than one area. Listed below are several duties. Some may be more effectively handled by more than one member (i.e. Registration).

- 8.1.4.1 **Vendors** -- Work with the list of vendor organizations provided by the membership committee. Mailings to vendors informing them of conference information. Assist with any requests by or needs of the vendors. **NOTE:** see section 8.6.
- 8.1.4.2 **Presenters/Moderators** -- Coordinate with presenters on available time and subject matters. Follow-up on presenters' forms (session description, audio visual equipment, biography.). Inform presenters as to their session moderator. Keep up to date list of presenters not registered for the conference. **NOTE:** see section 8.5.4 and 8.5.5.
- 8.1.4.3 **Entertainment** -- Coordinate entertainment including integrating a conference theme if one exists. Contact entertainers and agencies and follow-up where needed (ex.contracts). Coordinate the facility set up with the hotel staff. **NOTE:** see section 8.10
- 8.1.4.4 **Program** -- Coordinate with committee member(s) responsible for presenters and advertising to create a tentative agenda for posting to the web site. Responsible for the final agenda (gathering president's letter, description of sessions, etc). Create a conference evaluation form. **NOTE:** see section 8.11.
- 8.1.4.5 **Registration** -- Track member registration. Work with CAFAA Technology Committee to update and activate on-line registration form/procedure for web site. Order mailing labels if needed. Labels may be obtained from the CAFAA Membership Committee Chair. Create nametags. Responsible for tracking special needs (i.e. disabilities, food demands.). Coordinate on-site registration. **NOTE:** see section 8.7.
- 8.1.4.6 **Promotion/Publication** -- Create advertisements for the CAFAA Crier (note deadlines.). Assist the committee member assigned to coordinate the Conference Program. Develop and send reminder e-mail message (or postcard) to members (labels may be obtained from the CAFAA Membership Committee Chair). **NOTE:** see section 8.8.

8.2 **Budget**

8.2.1 Creating a Budget

The budget is constructed with several items in mind: How many members will attend? At what cost? What type of an agenda is CAFAA planning? What types of expenses are going to be spent by the committee? How many vendors will be participating? All of these questions have to be estimated. The format for a budget is provided. ****Keep these things in mind when working on the budget.**

8.2.2 Balance Sheet

Income

Registration Fees**1

Vendors**2

Other
Total Income: \$0000.00

Expenses

Meals**3
Speaker Travel
Speaker Fees
Committee Travel and Expenses
Postage and Shipping
Printing
Registration
Supplies and Equipment rental
Miscellaneous
Awards
Recreational Activities (entertainment)

Total Expenses: \$0000.00

Balance: \$0000.00

**1-Registration fees are to cover catering of the meals plus gratuity. Other expenses should be covered by the vendor contributions. For example, estimate 150 members attending at \$90 a person totaling an estimated income of \$13,500.00. The registration fee should be set to cover the cost of the meals served at the conference. Be sure to figure in a gratuity before rounding off the cost in order to set the registration fee. As an example: 4 meals costing \$77.50 (2 at \$13.75 and 2 at \$25.00) and a tip of \$11.65 totals \$89.15 and may be rounded to a \$90.00 registration fee.

**2- Vendor income varies on several items. The best way to figure this out is to talk with the membership committee and president. They work hard on locking in contributions for CAFAA and will have a figure for the budget.

**3- Reference the catering section in the Planner to assist in creating this line item. Some ideas on reducing meal cost are included.

8.3 **Site Selection**

8.3.1 Objectives for Site Selection: Plan ahead. Find a reasonable location for the conference. Select a time frame to maximize the conference attendance. Try not to overlap other conferences during that time. Avoid holidays and scheduling conflicts such as federal reports due dates, fiscal/annual budgets due dates. Sites must be able to handle the estimated membership. Membership is approximately 160-180 in the fall and 120-250 in the spring. Obtain a current listing of Colorado Meeting and

Convention Sites from Colorado Hotel, Convention & Meeting Planner published each year in the Colorado Business Magazine. (Copy from 1996 in appendix.).

- 8.3.2 Helpful hints for Site Selection: Begin to pare down the list of convention and meeting sites (mentioned above) by comparing the listing of each facilities resources to CAFAA's needs. Some of these needs are adequate number of sleeping rooms, meeting rooms, and vendor exhibit space. Start calling a variety of establishments and request information or quotes for a conference. (see 8.13 for sample). Remember that the cost of meals determines registration costs. Try to keep all of the meals reasonably priced. Facilities need to have adequate room for interest sessions, general sessions and possible overflow space. Is the lighting adequate for sessions? Try to stay away from a facility that has other conventions and expositions booked at the same time. Let the hotel of choice know CAFAA is a non-profit and provide tax-exempt document. Sample some of the food when visiting the site. Is the housekeeping good -- are the rooms clean and hallways litter free? Some hotels offer a variety of room sizes at different costs; make sure they are reasonable. Is the hotel staff friendly and helpful? This will reflect on the success of the conference.
- 8.3.3 General Questions for the hotel while visiting the site and staff:
- 8.3.3.1 General Parking, is it valet only? Is there a parking garage? Is there a fee?
 - 8.3.3.2 Where can vendors send their materials prior to conference? Address and dates to begin shipping.
 - 8.3.3.3 Are table skirts included with exhibit tables?
 - 8.3.3.4 Is there a charge per table for exhibits? (some charge \$25 a table)
 - 8.3.3.5 Does the hotel charge an advance deposit on room reservations?
 - 8.3.3.6 Are the sleeping rooms in the same building as the meeting rooms? If not, check the distance. Coats or jackets a must? Storage for items in transit?
 - 8.3.3.7 Does the hotel provide room reservation forms?
 - 8.3.3.8 What are the check in and out times? Can they vary? Could we get late check outs for the conference committee?
 - 8.3.3.9 When sleeping rooms are shared, will the front desk be sure to note all of the guests residing in the room? Can the room bill be split?
 - 8.3.3.10 Are early arrivals able to store baggage at the front desk until check in time or until departure?
 - 8.3.3.11 Are the banquet and luncheon menus varied in selection and price?
 - 8.3.3.12 Will the hotel change specific items on a menu?
 - 8.3.3.13 When must a guarantee for meals be given?
 - 8.3.3.14 Is there gratuity already assessed in the meal cost? How much is the gratuity?
 - 8.3.3.15 What is the rule of thumb about serving alcohol? Bar fees? Gratuity?

- 8.3.3.16 Are there other places to set up general sessions or banquets such as a pool deck or a lobby alcove?
- 8.3.3.17 What kind of decorations/themes does the hotel have access to? What is the hotel's policy on hanging decorations on walls, ceilings, etc.?
- 8.3.3.18 Is the hotel prepared to rent audiovisual or do they hire an outside entity? Can CAFAA bring some of their own?
- 8.3.3.19 What is the cost of Audio Visual? Sometimes it is cheaper to find another vendor for audiovisual.
- 8.3.3.20 Does the hotel have special features that make it unique?
- 8.3.3.21 Is there a concierge to assist members for outside activities?
- 8.3.3.22 Will the hotel extend the discount in room rates over the nearest weekend?
- 8.3.3.23 What are the nearby attractions?
- 8.3.3.24 Are there handicapped facilities?
- 8.3.3.25 Are there curfew hours for the main hall? For dance, music etc.?
- 8.3.3.26 Is the hotel handicapped accessible?
- 8.3.3.27 Does the hotel provide sufficient free parking?
- 8.3.3.28 Are meeting rooms and guest rooms wired for internet access? What is the usage charge? Is there a charge for speed upgrade?

8.4 **Contracts**

8.4.1 Obtaining a Contract

During your first visit with the sales manager, take a tour of the hotel meeting facilities. Be sure to see sleeping accommodations. Particularly see accommodations in areas where renovations are underway, the rooms may not be as nice as the rest of the facility. Ask every question you can think of about the hotel and staff. (see Site Selection for questions.) If you are dissatisfied with the responses, this may be characteristic of an attitude that pervades the staff.

After this meeting, you will probably receive a proposal from the hotel. They may ask that you sign and return a copy of the proposal. Before you sign, read and understand the entire proposal, this proposal will be the only record of agreement with the hotel. Hotel personnel constantly change, so you must ensure that all our verbal agreements are spelled out in the proposal and that you document all arrangements, charges and communications vial e-mail. (see 8.13 for samples)

If the proposal does not contain all the agreements or requests you made, you can still sign the proposal noting that your signature is contingent on the hotel's agreement to additional items you have attached. Include a

typed description of the additional items you had verbally agreed upon. The sales representative will contact you if the additional items are not agreeable. If changes or additional terms are negotiated, make sure that there is always a letter or memo that detail the new agreed upon items.

The appropriate signature binds CAFAA to adhering to the contract terms. The official representative of CAFAA, the current president elect, must sign the contract. The Conference Committee is designated to follow through on all of the obligations of the contract.

8.4.2 Contract Checklist -- Required Items

- 8.4.2.1 Dates
- 8.4.2.2 Times
- 8.4.2.3 Deposit information
- 8.4.2.4 Cancellation penalty, if any
- 8.4.2.5 Food and beverage needs and details
- 8.4.2.6 Room rates
- 8.4.2.7 Credit policy (guests do not need to pay one night in advance)
- 8.4.2.8 Complimentary concessions such as: sleeping rooms, meeting rooms and other items.
- 8.4.2.9 Parking
- 8.4.2.10 Floor plans
- 8.4.2.11 Space needs (including dance floor, if required)
- 8.4.2.12 Room setups
- 8.4.2.13 A general description of the proposed agenda (breakouts/general sessions) This will enable the hotel and conference committee to determine room setups. Hotels charge for change in setups. Be sure the setup can be utilized. (see 8.13 for sample)
- 8.4.2.14 Equipment needed such as: microphones, overhead projectors, screens, extension cords, coaxial cables, telephones and lines, internet access, display boards, tripods and meeting signs and costs for these items.
- 8.4.2.15 Exhibit and storage space and charges, if any, for vendors
- 8.4.2.16 Set up and dismantling dates and times. Procedures for shipping displays and boxed to and from the hotel.
- 8.4.2.17 Specification of table size for exhibits Table cloths should be included. Is there a separate per table charge?)
- 8.4.2.18 Instructions, dates and contact for shipping materials and exhibits
- 8.4.2.19 Charges for hooking up outlets and or phones
- 8.4.2.20 Wastebasket at each exhibit
- 8.4.2.21 Tax exempt documentation
- 8.4.2.22 Weather clause
- 8.4.2.23 Insurance
- 8.4.2.24 Reservation instructions for members, (i.e. identify themselves as CAFAA members; have school tax exempt number ready if they will use school's check to pay room bill.)

- 8.4.3 Contract Checklist -- Negotiable Items
 - 8.4.3.1 Guaranteed block of rooms (reductions or discounts)
 - 8.4.3.2 Free meeting rooms (if contract for lunch, then free meeting room)
 - 8.4.3.3 Free speaker day room
 - 8.4.3.4 Specific strategy used to guarantee the number of rooms
 - 8.4.3.5 Small room for conference office and storage
 - 8.4.3.6 VIP's rooms and rates
 - 8.4.3.7 Contingency for over booking
 - 8.4.3.8 Access or special requirements for disabled
 - 8.4.3.9 Message handling
 - 8.4.3.10 Cost for faxes and copies
 - 8.4.3.11 Wait staff
 - 8.4.3.12 Watch for hidden costs such as a standard gratuity. (May or may not be included in menu list per-person charges – usually 18%.)
 - 8.4.3.13 Limo or shuttle service
 - 8.4.3.14 Additional vendor area requirements
 - 8.4.3.15 Additional electrical requirements
 - 8.4.3.16 List of local activities
 - 8.4.3.17 List of local events during the conference dates
 - 8.4.3.18 Credit check process of CAFAA. Does the hotel require CAFAA to complete a credit application in order to establish a master account? Treasurer must sign the application.

8.5 Interest Sessions

- 8.5.1 Nature of Interest Sessions
 - 8.5.1.1 Should cover current issues.
 - 8.5.1.2 Take into account the number of new and seasoned members attending the conferences.
 - 8.5.1.3 Geared towards the entire membership.
 - 8.5.1.4 Proper balance between professional and personal topics.
 - 8.5.1.5 Sessions may be sponsored by various committees, such as the Diversity Committee, the SOS Committee, Professional Development.
- 8.5.2 Topic Collection: Topics can be collected through several methods including:
 - 8.5.2.1 Previous conference evaluation forms for sessions that might be worth repeating or calling for future topics.
 - 8.5.2.2 Surveys.
 - 8.5.2.3 Letters.
 - 8.5.2.4 Conversations.
 - 8.5.2.5 Other associations' conference agenda.

8.5.2.6 Knowledge of effective public speakers.

When this information is compiled, the conference committee should review the list of potential presenters and topics and begin to prepare a tentative working agenda. As topics are agreed upon, invitations should be extended to presenters as early as possible.

8.5.3 Expectation of the Session Coordinator

The presenters and moderators should have one contact person on the Conference Committee to report to.

The following guidelines provide a framework within which responsibilities may be assigned:

- 8.5.3.1 Provide moderator with a list of presenters.
- 8.5.3.2 Presenter works with the moderators on the description of the session for publication in the conference agenda publication.
- 8.5.3.3 Ensure the room, equipment, and materials for the session have been organized according to the request from the moderator (see 8.13 for sample).
- 8.5.3.4 Assist in travel and hotel accommodations when necessary.
- 8.5.3.5 Keep list of those presenters not registered with the conference for the purpose of ordering meals and nametags, keep registration person informed.
- 8.5.3.6 Send and track all letters and correspondence with the presenter on the CAFAA Conference Presenter Contact Information Form (see 8.13 for sample).
- 8.5.3.7 Collect evaluation reports from each moderator and forward them to the coordinator of evaluations for the conference (see 8.13 for sample)
- 8.5.3.8 Provide list of presenters names to the Chairperson for certificates/gifts.
- 8.5.3.9 Anywhere from 30-45 days prior to the conference, a final Interest Session Information Sheet should be sent to each participant in that session. This communication serves as the final confirmation prior to the conference.

8.5.4 Expectation of the Moderator

The Conference Committee or session coordinator should provide some guidelines to each of the moderators and presenters at the time an invitation is extended. The guidelines do not have to be put in writing but can be conveyed during a conversation.

- 8.5.4.1 Makes contact with presenters.
- 8.5.4.2 Provides guidance and coordination of session.
- 8.5.4.3 Provides order; introduces the topic.
- 8.5.4.4 Guides presentation to avoid repetition, if possible, by panelist.

8.5.4.5 Prepares a potential conclusion, questions ahead of time to streamline the Q & A session.

8.5.4.6 Distributes and collects session evaluation forms.

8.5.5 Expectation of the Presenter (s)

8.5.5.1 Provides biography and a brief description of presentation to the session coordinator for publication in the conference publications. (see 8.13 for sample)

8.5.5.2 Provides appropriate handouts.

8.5.5.3 Communicates audio-visual needs to session coordinator via “Interest Session Presentation Sheet” (see sample)

8.5.6 Letter of Invitation/Response Form

Each person who is invited to be a presenter or moderator should receive an official letter of invitation from the conference Chairperson on Association letterhead or via e-mail. Letters can be customized to include any specific information the speaker or moderator requires (see 8.13 for sample).

8.6 **Vendors**

8.6.1 Sponsors

It is important to acknowledge all Conference sponsors. This includes exhibitors, program advertisers and donors; contributors of expenses and/or materials. Suggested way to acknowledge include notice in the Conference program, on-site signs, oral announcements, and name tag attachments.

8.6.2 Exhibitors

With CAFAA’s use of an Annual Commitment Form a prime responsibility of this area is to solicit vendors to exhibit at the conference. The person(s) in charge shall communicate necessary information to the exhibitors before the conference. Additionally, they shall arrange for supervision of the exhibit area during set-up, the conference proper and breakdown.

An exhibit packet should be sent to all vendors listed with CAFAA. It should be indicated in this packet what the vendor has already committed to the conference. Vendors who have not committed to exhibit should receive another solicitation to do so in this packet. The packet should also provide basic information about where and when the conference will take place. If there is a theme of the event it should also be stated along with any restrictions at the site (i.e. exhibit spaces and table size). The vendors should be asked to return a completed exhibit sheet which will confirm their participation and need for electrical and/or telephone hookup. This sheet should also provide payment options to be selected. If certain

exhibit sheets are not returned, follow up telephone calls may be warranted.

A second packet should be sent (mail or e-mail). The primary purpose of this second packet is information. It should include basic information about the conference site. This should consist of the following at a minimum: site address, telephone, fax, contact person; shipping directions both in and out; additional features of the site such as the availability of suites and reception rooms; a description of the exhibit area and manner of space selection; a time schedule indicating when the exhibit area is open, times for set-up and breakdown; expected number of attendees; suggested manner of dress (especially helpful to new members); policy for additional attendees from the same institution; and special instructions regarding door prizes and drawing, if necessary (see 8.13 for sample).

On premises, exhibitors will need assistance. Depending upon the schedule, a greeter may need to be available before registration (in main lobby) and certainly at the registration table. Directions can then be given to the exhibit area and to the Banquet Manager in order to retrieve stored shipments and materials specially ordered from the banquet office. Arrangements need to have been made to remove garbage and boxes after initial set-up and during the conference. If space is tight in the exhibit area it may be beneficial if the facility can store some vendor items in other rooms or closets during the conference (access to these items during the conference may be necessary). A facilitator needs to be present during breakdown and shipping out process.

It is recommended that the exhibitors be polled about their experiences. It may also be beneficial to inquire among vendors who chose not to exhibit as to their experiences and decision-making processes. (see 8.13 for sample)

The list of vendors should be edited and possible additions listed before being resubmitted to the Executive Board.

8.6.3 The Association will accept no advertisements within the conference program book.

8.7 **Registration**

Registration is probably the most detail-oriented duty throughout the conference. One or two committee members should be assigned to this duty. The person (s) in charge of registration will conduct the following:

- 8.7.1 Create and mail ticklers. These forms go out 3 months prior to the conference. Keep the theme in mind and be creative.
- 8.7.2 Work with CAFAA Technology Committee to create and implement on-line registration form. Forms must have institution and individual information, special needs information (dietary or disability), registration fees, deadline date, and late fees. Additional information may be requested if the committee is tracking other data such as the number of first time attendees or mentor information.
- 8.7.3 Compile registration packets. In addition to the registration form you may desire to include information about the hotel and area. The hotel or local Chamber of Commerce may be able to provide printed material such as: maps, points of interest, restaurants, etc. A tentative agenda is a must to be posted to the web site.
- 8.7.4 Request mailing labels two weeks in advance before mailing. Labels can be requested from the CAFAA Membership Committee Chair.
- 8.7.5 Keep track of fees paid by members. This can be done easily by using the automated Registration program. Follow-up with those members, after the conference, of fees that have not been paid.
- 8.7.6 Provide a list of registered attendants to the conference chairperson and the treasurer. The fees should be forwarded to the treasurer with a current list of registrants.
- 8.7.7 Provide nametags for all members, don't forget to include those speakers, entertainers and other non-registered guests of CAFAA. It is a good idea to keep a couple of blank name tags available. Some members like to be recognized for their contribution (vendors, board of directors, committee, etc.). This can be done in different ways (i.e. ribbons, spoken announcements at meetings).
- 8.7.8 At the time of the conference some members would like a list of participants at the conference. Make sure to provide this list in the registration packet or e-mail via the listserv.
- 8.7.9 Awards are a big part of the fall conference. The President and Past President are responsible for awards
- 8.7.10 On-site registration is set up the first two days of the conference. The first day should run into the afternoon. (Ask for volunteers on the registration form, the CAFAA Crier, etc. Organize the registration area so that it is easy for a newcomer to step in and work registration. It may be easier to just get volunteers from within the conference committee.)
- 8.7.11 Work with the hotel staff to secure a place for the registration information packets and other supplies near the registration area.

8.8 **Publicity**

8.8.1 Informing the Membership

Direct contact (direct mail, "e"-mail and word-of-mouth) is the primary method of informing the association membership of

upcoming conferences. The information passed on should be both educational and promotional. There are other avenues available to pass on this same information to membership and other interested parties:

- 8.8.1.1 CAFAA CRIER - advertisement (teaser) and/or article
- 8.8.1.2 Notes on the CAFAA Web Site
- 8.8.1.3 RMAFSA Newsletter - advertisement and/or note in State Report
- 8.8.1.4 Flyer or Poster to be posted in affiliated institutions
- 8.8.1.5 Informational packet sent to other professional associations (ex. Admissions, Business Officers, HS counselors, Registrars)
- 8.8.1.6 Announcement and flyer at the previous conference

8.8.2 Committee Coordination

A coordinated effort should be made with the vendor and registration areas. Information about the conference should include where and when, a theme if one exists, cost, a list of session topics if possible, mention of entertainment and any other teasers. (see 8.13 for samples)

NOTE: When dealing with newsletters, deadline and formats for submitting copy should be remembered.

8.9 Food/Catering

The catering representative assigned by the facility to your event can be very helpful. Information you should try to have when you meet with the caterer includes:

- 8.9.1 If it is possible, print the menu on registration materials.
- 8.9.2 Decide if you want to offer special meals, such as vegetarian. If so, how will you get the count? (print on registration?) How will hotel catering accommodate special requests?
- 8.9.3 Will the conference allow guests that aren't attending the conference to order meals? How will you get the count ahead of time? (print on registration?)
- 8.9.3 What is the budget for meals? If you know the per-person registration cost for the conference, how much of that is allocated to meals? (currently, CAFAA's registration cost is based on meal cost. (i.e. 2 breakfasts are \$8 each, 1 lunch is \$14, 1 dinner is \$22, and the reception is \$23 a person registration comes to \$75.00 a person, this does not include break refreshments)
- 8.9.4 Will there be refreshments at break? Water is a must!
- 8.9.5 The facility will provide menus and sample menus. It is possible to ask for substitutions.

- 8.9.6 Compare prices and variety for buffet style meals with sit down meals; sometimes these will cost less. If buffet is the style you choose, limit the choices. It is easy to over-do the variety and increase cost.
- 8.9.7 Sometimes the meal price can be negotiated. If you select an expensive dessert, for see 8.13.11 for example, you may be able to negotiate a lower price for the meal.
- 8.9.8 Most facilities will allow you to go over a certain percentage of your total without additional cost (5% is standard). Check on the percentage.
- 8.9.9 Picking food that's in season will cost less.
- 8.9.10 Open bar is least expensive if:
 - 8.9.10.1 Specify bottles and brands to be available
 - 8.9.10.2 Specify charges by the bottle, rather than by the drink
 - 8.9.10.3 Reserve "open bottles" which are not empty for delivery to the association suite after the reception, for use at a later time.
- 8.9.11 Use worksheet to assist in scheduling functions (see 8.13 for sample).

8.10 Entertainment

When planning entertainment for a conference and /or business function; the following guidelines are provided to help you prepare a day/evening of enjoyment for all members.

Points to determine:

- 8.10.1 Purpose of entertainment
 - 8.10.1.1 What purpose the entertainment will serve?
 - 8.10.1.2 Will it be formal/informal?
- 8.10.2 Conference Theme
 - Should the entertainment correspond with the theme?
- 8.10.3 Entertainment Budget
 - What type of entertainment is in the budget?
- 8.10.4 Contracts (see 8.13 for samples)
 - 8.10.4.1 Check with the hotel contract to assure adequate facilities.
 - 8.10.4.2 Contract liabilities.
 - 8.10.4.3 Union restrictions and requirements.
 - 8.10.4.4 Condition and adaptability of the stage (i.e. dance floor).
 - 8.10.4.5 Adaptability of the PA system to hotel.
 - 8.10.4.6 Fidelity of the sound system to hotel.
 - 8.10.4.7 Spotlights.
 - 8.10.4.8 Obstructions (i.e. mirrors, poles) in hotel.
 - 8.10.4.9 Availability of electrical outlets in hotel.
 - 8.10.4.10 Dressing and practice facilities (i.e. dress rehearsals).
 - 8.10.4.11 Noise and time restrictions.
- 8.10.5 Scouting and booking entertainment talent
 - 8.10.5.1 Keep in mind the audience you are entertaining.
 - 8.10.5.2 Contact references to ensure the entertainment/material is

presentable to audience.

8.10.5.3 Entertainment time should be reasonable (no more than an hour, unless a dance).

8.10.6 Tips on booking entertainment:

8.10.6.1 Vocalists are a good bet.

8.10.6.2 Instrumental groups are good but frequently difficult to find.

8.10.6.3 Local groups will be less expensive (do not have to pay travel cost/room cost).

8.10.6.4 Novelty comedy acts never miss.

8.10.6.5 Illusionist/magician are different.

8.10.7 Entertainment Agencies

8.10.7.1 Check in the local papers for agencies or individuals.

8.10.7.2 US West yellow pages under the Entertainment Section.

8.11 **Printed Program**

8.11.1 Program Content

The program provided to the members at the time of the conference is to welcome CAFAA members and inform them of the upcoming events. Information that must be in the program includes, but is not limited to:

8.11.1.1 Welcome letter from the CAFAA president.

8.11.1.2 Welcome and informative letter from the chairperson and committee.

8.11.1.3 The agenda, listing description of the sessions and speakers biographies.

8.11.1.4 Make sure you list all the rooms and possibly a map if the conference rooms are scattered.

8.11.2 Deadlines

There are several deadlines that must be set in order for the program to be completed in a timely manner. Keep the committee informed of deadline dates, this project is difficult to get together and it has a lot of last minute changes. Make sure the program committee person is kept informed of any changes being made to the agenda as soon as possible.

8.11.3 Printing

For a quality printer, get references from other members. Sometimes institutions have great print shops in house and offer a reduced rate.

8.12 **Timeline**

Organization is a key element in planning a successful conference. Not every conference will use a timeline, but to give reference to one sometimes is helpful.

Months Prior to Conference

Items to Schedule

- 12-16 * Site Selection must take place.
- 12-14 * Contracts must be negotiated and signed.
- 12 * Committee Chair and President assign a conference committee.
- 6-12 * Conference Committee should meet to discuss:
 - Approximate budget
 - Conference agenda
 - Hot topics to present
 - Assign duties of the conference
 - Pick a theme
 Work up deadline dates for duties (i.e. CAFAA Crier Deadlines for Announcements, Registration Mailing, Fee Deadlines, etc.)
- 6-8 * Budget must be approved by board and committee
- * On-Site tour of facilities for committee
- * Pick speakers for topics
- * Menu should be selected
- 4-5 * Speakers should be notified and sent letters of invitation
- * Tickler announcing the conference
- * Vendor information should be confirmed and mailed
- * Requesting volunteers for the registration desk, mentor, “mentee” idea.
- 3-4 * Keep board of directors updated on budget and agenda.
- * Entertainment should be secured.
- * Review with hotel staff the situation and confirm final agenda.
- * Review speaker information received.

Months Prior to Conference

Items to Schedule

- * Gather information from the president on awards and schedule time to complete the awards.
- * Consider any decorations for the conference.
- 1-2 * E-mail regarding registration with final agenda and information.
- * Keep individual duties on track and completing deadlines.
- * Inform committee on registration, number of registrants, special request.

- * Notify vendors of number of registrants, and any other information.
- * Notify hotel of addition information
- * Print program material. Gather outside information for registration packet.
- * Secure all volunteers for the registration desk and for stuffing of packets.
- * Printing of awards should be complete.
- * Nametags should be updated along with registration.
- * Working agenda should be compiled for announcements during the conference.
- * Check on the larger schools, are they going to attend? If the registration has yet to be received, call them to find out for attendance.
- * Final count for hotel should be given.
- * Specific menu selection should be completed.
- * Schedule the yearly Open Business Meeting during the Fall conference.
- * Schedule a meeting room and refreshments for the Board meeting on the first day of the conference.
- * Contact the College Access Network to remind them to pick up mail more frequently

8.13 **Sample Documents**