



NACA® Statement of Business Ethics and Standards

NACA, as an educational, professional and trade Association, has consistently promoted a high standard of ethical business practice among its members. It is generally acknowledged by the NACA membership and supported by its leadership that all representatives of member institutions and firms have a responsibility to themselves and their institutions or corporations to conduct business in an ethical manner. The NACA® Statement of Business Ethics and Standards indicates good business practices that generally promote the qualities of honesty, fairness, consideration and enlightened professionalism.

As an association of higher education institutions that provide cocurricular activities to enhance campus engagement, NACA exists to provide assistance for member institutions to establish and produce quality campus activities programming by providing education, information and resources for students and staff. Toward that end, the following statement of professional ethics is presented as a guideline for the behavior of campus activities professionals.

This statement describes beneficial modes of behavior for individual professionals, and consequently for their campuses. The statement attempts to describe for the professional what Albert Schweitzer called "good behavior" by providing guidelines to define the appropriateness of professional's actions, and to specify one's expectations for the behavior of others. The statement, therefore, should serve as a map that directs the way to "good behavior" in the field of campus activities.

This statement is designed to be used in part within an educational process as a stimulative tool. At the heart of this statement is a belief in the individual professional's right to freely choose appropriate behavior rather than have behavioral choices dictated to them. Therefore, this statement will not be enforced through the policing of members, but rather through self-discipline and cooperation.

Members' actions are suggested within the following guidelines:

Student Development and Student Relationships

- Professionals should demonstrate regard for students as individuals who possess dignity, worth and the ability to be self-directed.

- Professionals should practice active commitment to student development and to the cocurricular educational process.
- Professionals should facilitate the development of a balanced cocurricular educational process.
- Professionals should assist students in developing and practicing appropriate balance between curricular, cocurricular and extra-curricular involvements.
- Professionals should model ethically responsible behavior for students and for staff they supervise.
- Professionals should practice accountability and should teach students to be accountable.
- Professionals should adhere to institutional policy and local or federal law as related to campus activities and should teach students to do the same.
- Professionals should provide student leaders with clear expectations about their role within the institution, and feedback on the extent to which the expectations are being met.
- Professionals should inform students and staff about the consequences of their actions within the institution, and should inform institutional officials about activities that have a potential for especially positive or negative institutional impact.
- Professionals should practice ethical industry relationships, and should teach students about NACA's Statement of Business Ethics and Standards.
- Professionals should help students to present programs and engage in activities that avoid alcohol abuse and encourage responsible use of alcohol.
Professionals should encourage students to develop tolerance and respect for, and avoid discrimination toward, persons or groups whose race, religion, age, sex, physical ability, economic status, sexual orientation or national origin is different from their own.
- Professionals should respect the limits of confidentiality in their relationships with students, and should refer them to other individuals or agencies when their needs require additional expertise.

Management, Supervision and Professional Development

- Professionals should accept without hesitation responsibility of their own actions and encourage students and staff to do likewise.
- Professionals should understand and support their institution's mission and goals as they relate to the campus activities program and work constructively to expand or change the mission and goals if appropriate.
- Professionals should demonstrate their personal commitment to professional development through their participation and their encouragement, and facilitation of the professional development of the staff they supervise.
- Professionals should seek feedback regarding their job performance from students and peers.
- Professionals should appropriately ensure the safety of individuals involved in campus activities, and protect the liability of the institution with respect to such activities.

- Professionals should adhere to the spirit and intent of equal opportunity and affirmative action laws in all employment practices, and should provide timely communication with all applicants regarding their status.
- Professionals should provide clear and accurate job descriptions, clear expectations, clear feedback on performance and timely and accurate evaluations.
- Professionals should avoid sexual harassment, and should confront behavior that constitutes sexual harassment of themselves or others.
- Professionals should provide accurate and honest references for job applicants.
- Professionals should demonstrate respect for the confidential nature of educational and professional records.
- Professionals should openly account for fees, perquisites, or other consideration related to professional Association or consulting activity.
- Professionals should seek to avoid conflicts of interest arising from professional Association involvement, consulting or other business activity.

Research and Publications

- Professionals should accurately acknowledge contributions made by others to program development and reports, and should abide by all copyright laws, giving full credit to all whom credit is due.
- Professionals should be aware of and take responsibility for all ethical principles and institutional requirements when conducting research that uses human subjects.
- Professionals should balance consulting, research, publications and professional Association involvement with their continuing effectiveness as campus activities educators at their institutions.

Negotiating and Contracting

- Negotiations should be undertaken and agreements reached only by individuals properly identified and authorized by the institutional member, associate member or attraction, and any limitations on an individual's authority should be clarified when negotiations begin.
- Associate members should clarify exclusive and non-exclusive representation rights, arrangements or agreements for attractions offered to institutional members upon request.
- Telephone calls should be returned and correspondence answered promptly.
- Institutional and associate members should respond promptly to offers and, if accepting or declining an offer, should clearly and explicitly express such intentions.
- An attraction should be able and willing to fulfill the elements of any offer made to an institution and, if an offer is conditional, make such conditions clear to the institutional member during negotiations.
- Contracts, riders and addenda should be completed, signed and returned by all parties promptly, and all requirements for signatory responsibility should be clarified during negotiations.

- Any associate member who signs contracts on behalf of an attraction is responsible for the provisions of any agreement unless the contract specifically states otherwise.
- Ethically, oral agreements and commitments should be honored, but oral agreements are not necessarily binding, and a written contract signed by all parties is essential to confirm the negotiated arrangements.
- Associate and institutional members are responsible for ensuring that the institution and attraction understand all the arrangements and terms in the contract and riders. Institutional members should provide complete and accurate information regarding the facilities and equipment to be used.
- Institutional members should clearly state the methods and timing of payment during negotiations and in the contract.
- Associate members and/or the attraction should promptly provide information regarding the inability of an attraction to meet the obligations of an existing agreement.
- Associate members should not offer the availability of an attraction without the reasonable expectation that the offer can be fulfilled. Likewise, institutional members should not make offers for attractions unless the institution has serious intent to negotiate an agreement.
- Associate members should quote fair market value fees for attractions and should quote attraction fees that accurately represent the usual remuneration paid to the attraction. Offers, acceptances, revisions and requests for information should be expressed in writing to ensure clear understandings.
- Associate and institutional members should avoid excessive requirements or demands in any contract riders.
- Associate and institutional members should honor the terms of any agreements made even if the individuals authorized to make commitments on behalf of the member are no longer associated with the member.

Program Management

NACA® members also are expected to fulfill the terms and provisions of all agreements and to conduct programs and events with professional business practices once an agreement has been reached. Following are several recommended guidelines and principles of ethical program management:

- Associate members should send agreements and promotional information promptly and as promised. Institutional members should request only the quantity and types of material needed.
- Institutional members should return videotapes, films or other special promotional materials promptly and in proper condition as specified in the agreements and as requested by the associate members.
- Institutional members should advertise and promote activities as completely and in as timely and effective a way as possible.
- Promotional materials should accurately reflect the attraction's talent, skill, ability, performance, topic or service to be provided to the institution.

- Institutions should not sell or otherwise use promotional materials provided to support activities programs without the knowledge and permission of the associate member.
- Institutional members must secure written permission before recording or videotaping a performance or program in accordance with the provisions of the agreement.
- Institutional members must report in a timely and accurate manner any attendance and expense reports that have an effect on the remuneration of the attraction.
- Institutional members should treat attractions as special guests on campus. Attractions should treat facilities and campus regulations with respect.
- Institutional members should offer to host the artist, speaker or attraction before, during and after programs and serve as a liaison with the campus community.
- Attractions and/or their representatives should schedule their travel to begin the performance or program at the time stated in the contract and should notify the institution promptly of any travel delays.

NACA® Associate Member Professionalism Guidelines

The Associate Advisory Group (AAG) supports the idea that all associates conduct themselves in a professional manner when performing or doing business in the campus activities marketplace. The AAG endorses the following guidelines as appropriate for all agents, artists, managers, promoters, and/or employees of any associate member in NACA. At the heart of these guidelines is a belief in the individual professional's right to freely choose appropriate behavior rather than have behavioral choices dictated to him or her. Therefore, this statement will not be enforced through the policing of members, but rather through self-discipline and cooperation.

- Associates should model ethically responsible behavior, eliminating and discouraging discriminatory, sexist, harassing, offensive and insensitive action or language from their business operations.
- Associates should demand honesty from themselves and their peers, in sales and contract negotiations, fostering and promoting fair, ethical and legal trade practices. Associates should encourage originality in their attraction's performances and promotional materials.
- Associates should follow and promote the use of the NACA® Statement of Business Ethics and Standards, remembering that many programmers are students and that all NACA associate members have a role in the educational process.
- Associates should counsel and cooperate with all NACA school and associate members and promote a spirit of unity among them.