National Association for Campus Activities
Policies and Procedures Handbook
Including NACA Bylaws
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A. NATIONAL ASSOCIATION BYLAWS

ARTICLE I
PURPOSE, OFFICES AND REGISTERED AGENT

Section 1.01 Purpose. The purpose of National Association for Campus Activities (hereafter the “Corporation”, “NACA”, or “Association”) shall be to be the recognized leader in higher education for providing members with innovative practices and access to programs that support campus engagement.

Section 1.02 Principal Office. The Association shall maintain its Principal Office as required by the South Carolina Nonprofit Corporation Act of 1994, as amended (the “Act”), in the City of Columbia, State of South Carolina, or such other place as designated from time to time by the Board of Directors for the principal executive offices of the Association (the “Principal Office”).

Section 1.03 Registered Office. The Association shall maintain a Registered Office as required by the Act, at a location in the State of South Carolina designated by the Board of Directors from time to time (the “Registered Office”). In the absence of a contrary designation by the Board of Directors, the Registered Office of the Association shall be located at its Principal Office.

Section 1.04 Other Offices. The Association may have such other offices within and without the State of South Carolina as the business of the Association may require from time to time. The authority to establish or close such other offices may be delegated by the Board of Directors to the Executive Director.

Section 1.05 Registered Agent. The Association shall maintain a Registered Agent, as required by the Act, who shall have a business office at the Association’s Registered Office. The Registered Agent shall be designated by the Board of Directors from time to time, to serve at its pleasure. Unless otherwise designated by the Board of Directors, the Registered Agent shall be the Executive Director.

Section 1.06 Filings. In the absence of directions from the Board of Directors to the contrary, the Secretary of the Association (who is also the Executive Director) shall cause the Association to maintain currently all filings in respect of the Principal Office, Registered Office and Registered Agent, with all governmental officials as required by the Act or otherwise by law.

ARTICLE II
MEMBERS

Section 2.01 Classes of Membership.

1. College and University membership: Colleges and universities are eligible for membership upon application and payment of the annual dues as determined by the
Board of Directors, and as otherwise consistent with these Bylaws. Institutions having geographically separate branch campuses must apply for membership for each campus, although one membership includes all programming bodies on any one campus. Should an institution desire an additional membership after being fully apprised of rights and privileges of existing membership, individual membership and other alternatives, it may obtain such membership. Individuals representing member institutions must be full-time staff or officially registered students in good standing at that institution.

2. **Associate membership**: Those organizations or firms whose products, services, or programs are related to college and university campus activities programming are eligible for consideration for associate membership in NACA, upon application and payment of the annual dues as determined by the Board of Directors, and are otherwise consistent with these Bylaws.

3. **Individual membership**: Staff of member and non-member colleges and universities are eligible for consideration for individual membership upon payment of annual dues as determined by the Board of Directors, and are otherwise consistent with these Bylaws.

4. **Affiliate membership**: Organizations or firms which are involved in services related to campus activities and which are not eligible for school or associate membership are eligible to join as affiliate members if their participation in NACA would benefit its members, and upon application and payment of the annual dues as determined by the Board of Directors, and are otherwise consistent with these Bylaws.

5. **Departmental membership**: Departments, organizations or other sectors of member institutions are eligible to join as sectional members upon application and payment of the annual dues as determined by the Board of Directors, and are otherwise consistent with these Bylaws.

6. **Regional associate membership**: Those organizations, individuals, or firms whose attractions, products, services or programs are related to college and university campus activities and who are interested in working only with NACA member colleges and universities in defined areas of the country are eligible to be considered for regional associate membership, upon application and payment of the annual dues as determined by the Board of Directors, and are otherwise consistent with these Bylaws.

7. **Individual membership**: A special limited individual membership is available to individuals who are no longer associated with the campus activities profession but wish to stay informed about the Association and the field, or who are outside the field and wish to enter the profession, upon application and payment of the annual dues as determined by the Board of Directors, and are otherwise consistent with these Bylaws.

8. **Graduate Student Membership**: Masters and doctoral students are eligible for consideration for individual membership as determined by the Board of Directors, and as otherwise consistent with these Bylaws.
9. **International membership:** Any college or university located outside the United States, its territories, Mexico and Canada is eligible for consideration for international membership upon application to the NACA Office and payment of the annual dues as determined by the Board of Directors, and as otherwise consistent with these Bylaws.

10. **Other:** Additional classifications of membership may be determined by the Board of Directors.

**Section 2.02 Dues.** The Board of Directors shall periodically determine the amount of dues to be paid by the members of each class of membership.

**Section 2.03 Denial, or Refusal to Allow Renewal of Membership; Termination, Expulsion or Suspension of Membership.** As a not-for-profit, membership-based association, NACA reserves the right to deny, or refuse to allow renewal of membership, as well as to terminate, expel or suspend membership, for any individual, group, or organization, in its discretion. Grounds for such denial, refusal, termination, expulsion or suspension shall be determined by the Board of Directors from time to time and may include, but are not limited to:

A. Any firm or organization whose primary business or other ownership interests that, in the judgment of the NACA Board of Directors, compete with NACA or any subsidiary, partnership, or business venture in which NACA has an ownership interest.

B. a pattern or history of defaults of past due debts owed to NACA, including monies owed to any component of NACA;

C. past legal disputes or threats of legal disputes between NACA and the party seeking membership;

D. conduct which, in the sole judgment and discretion of NACA, is contrary and detrimental to the interests, operations, mission and goals of NACA;

E. policy violations as outlined in the Association’s Process for Dealing with Violations of Association Policies;

F. establishment of programs, services or activities which purport, allege or appear to be affiliated with NACA, but which are not; and/or

G. past behavior that has resulted in a sanction or loss of membership with NACA.

Any termination, expulsion or suspension of membership shall comply with requirements of Section 2.18 hereof.

**Section 2.04 Transfers.** No member may transfer a membership or any right arising therefrom.
Section 2.05 Annual Meetings. An annual meeting of the Association’s members shall be held once each calendar year for such purposes as are required by law, and for the transaction of such other business as may properly come before the meeting. The annual meeting shall be held at the time and place designated by the Chair or the Board of Directors from time to time. In the absence of any such designation, the annual meeting shall be held at the NACA National Convention. In the event of any conflict between any such designation, the annual meeting shall be held at the time and place designated by the Board of Directors; provided however, any notice changing the time or place of the meeting shall be effective only if timely received by the members in accordance with Section 2.08 hereof. Unless the Act, these Bylaws, or the Association’s Articles of Incorporation (“Articles”) require otherwise, notice of the annual meeting need not include a description of the purpose for which the meeting is called. However, pursuant to Section 33-31-705(c)(2) of the Act as amended, if the members will be asked to take action on any of the following matters at the annual meeting, the notice must include a description of this matter: amending the Articles; amending the Bylaws (as described in Section 8.03); merging the Association; selling the Association’s assets other than in the regular course of activities; dissolving the Association; approving a conflict of interest transaction between the Association and a Director; or indemnifying an officer, employee or agent. Notice of such meeting shall be in accordance with Section 2.07 hereof. At each annual meeting of members, the Chair and Treasurer shall report on the activities and financial condition of the Association. Any action that may be taken at any annual, regular, or special meeting of members may be taken without a meeting if the Association acts by written ballot in accordance with Section 2.14 herein.

Section 2.06 Special Meetings. Special meetings of the Association’s members may be demanded and called, for any one or more lawful purposes, by the Association’s Chair, a majority of the Board of Directors, or five percent of the Association’s School or University members of record (which is the only membership category entitled to vote), provided such members comply with such demand provisions as are set forth in the Act and these Bylaws. Upon the written, signed, and dated demand, which states the purpose of the meeting, being delivered in accordance with the foregoing to an officer of the Association, personally or by registered or certified mail, the Chair or Secretary, on or before the thirtieth (30) day after the date of such demand, shall fix the date and time of the meeting and provide notice thereof to the members in accordance with Section 2.08 hereof. If the notice of the meeting is not given within thirty (30) days after the demand is made to the officer of the Association, a person signing the demand may set the time and place of the meeting and give notice thereof in accordance with Section 2.07 hereof. Special meetings of the members shall be held at a time and location designated by the person calling the meeting in the notice of the meeting; provided, however, that if the notice does not designate a time and location, such meetings shall be held at the Association’s Principal Office at the hour of ten o’clock in the morning on the date designated in the notice of the meeting. In the event that the Chair and the Board of Directors timely designate different times or locations, then the designations of the Board of Directors shall control; provided however, any notice changing the time or place of the meeting shall be effective only if timely received by the members in accordance with Section 2.07 hereof.
Section 2.07 Notice of Meetings, Waiver of Notice. Written notice of all meetings of members shall be given no fewer than thirty (30) days, but not more than sixty (60) days, before the meeting date by any method permitted under the Act, to all members of record entitled to vote at such meeting; provided however, the date upon which such notice shall be deemed effective shall be determined in accordance with Section 2.08 hereof. Such notice shall state the date, time, and place of the meeting and, if required by the Act or these Bylaws, the purpose or purposes for which such meeting was called. Notice of a meeting of members need not be given to any member who, in person or by proxy, signs a waiver of notice either before or after the meeting, and such waiver is delivered to the Association for inclusion in the Association’s records. To be effective such waiver shall contain statements or recitals sufficient to identify beyond reasonable doubt the meeting to which it applies. Such statements or recitals in such waiver of notice may, but need not necessarily, include reference to the date and purpose of the meeting and the business transacted thereat. Statement or recital of the proper date of a meeting shall be conclusive identification of the meeting to which a waiver of notice applies unless the waiver contains additional statements or recitals creating a patent ambiguity as to its proper application. A member’s attendance at a meeting waives objection to lack of notice or defective notice of the meeting, unless the member at the beginning of the meeting objects to holding the meeting or transacting business at the meeting.

Section 2.08 Effective Date of Member Notices. Written notice, if in comprehensible form, is effective at the earliest of the following:

A. When received;

B. Five (5) days after its deposit in the United States mail, if mailed correctly addressed with first class postage affixed;

C. On the date shown on the return receipt, if sent by registered or certified mail, return receipt requested, and the receipt is signed by or on behalf of the addressee; or

D. Fifteen (15) days after its deposit in the United States mail, if mailed correctly addressed and with other than first class, registered, or certified postage affixed.

Written notice is correctly addressed to a member if addressed to the member’s address as shown in the Association’s current list of members. A written notice or report delivered as part of a newsletter, magazine or other publication that is regularly sent to members constitutes a written notice or report if addressed or delivered to the member’s address as shown in the Association’s current list of members, or in the case of members who are residents of the same household and who have the same address in the Association’s current list of members, if addressed or delivered to one of such members, at the address appearing on the Association’s current list of members.

Section 2.09 Members of Record. For the purpose of determining members entitled to vote at any meeting of members, or in connection with any other proper purpose requiring a determination of members, the Board of Directors shall by
resolution fix a record date for such determination. The record date shall be seven business days preceding the day on which notice is given, unless the Board of Directors fixes an alternate record date by resolution. The record date fixed by the Board of Directors shall not be more than seventy (70) days, and not less than the last day for timely giving notice, before the meeting or action requiring a determination of members is to occur. The members of record appearing in the books of the Association at the close of business on the record date so fixed shall constitute the members in respect of the activity in question. A determination of members of record entitled to notice of or to vote at a meeting of members is effective for any adjournment of the meeting unless the Board of Directors fixes a new date for determining the right to notice or the right to vote, which it must do if the meeting is adjourned to a date more than one hundred twenty (120) days after the record date for determining members entitled to notice of the original meeting. After fixing a record date for notice of a meeting, the Association shall prepare an alphabetical list of names of all members who are entitled to notice of the meeting and shall list the members by classification of membership, if any. The list shall show the address and number of votes each member is entitled to vote at the meeting. The Association shall also maintain a list of members entitled to notice of the meeting, but who are not entitled to vote at the meeting. This list must be prepared on the same basis and be part of the list of members. Such list of members shall be available for inspection by any members for purposes of communication with other members concerning the meeting, beginning the day after notice is given of the meeting for which the list was prepared and continuing through the meeting, at the Association’s Principal Office. Subject to the limitations of Sections 33-31-720, 33-31-1602(c) and 33-31-1605 of the Act, as amended, a member, member’s agent, or member’s attorney shall be entitled on written demand, at the member’s expense, to inspect and copy the list at a reasonable time during the period it is available for inspection. The Association shall make the list of members available at the meeting, and any member, a member’s agent, or member’s attorney shall be entitled to inspect the list at any time during the meeting or any adjournment. Notwithstanding the foregoing, a member may inspect and copy the membership list only if (i) its demand is made in good faith and for a proper purpose, (ii) it describes with reasonable particularity his purpose, and (iii) the list is directly connected with his purpose.

Section 2.10 Quorum. Except as may otherwise be required by the Act or the Articles, at any meeting of members the presence, in person or by proxy, of the College and University members as defined in Section 2.01(1) above in attendance at such meeting shall constitute a quorum. In the absence of a quorum, a meeting may be adjourned from time to time, in accordance with the provisions concerning adjournments contained elsewhere in these Bylaws. At such adjourned meeting a quorum of members may transact such business as might have been properly transacted at the original meeting.

Section 2.11 Transaction of Business. Business transacted at an annual meeting of members may include all such business as may properly come before the meeting; provided, however, business which, as set forth in the Act or these Bylaws, requires notice of, or waiver of notice by, the members, may only be transacted at an annual meeting of members if valid notice of such business is given to, or waived by,
each Member in accordance with the Act or these Bylaws. Business transacted at a special meeting of members shall be limited to the purposes stated in the notice of the meeting.

Section 2.12 Voting. Except as may otherwise be required by the Act or the Articles, and subject to the provisions concerning members of record contained elsewhere in these Bylaws, each College and University member, as defined in Section 2.01(1) above, that is present at a meeting of members and is a member of record, shall be entitled to one vote. In elections for the Board of Directors, those candidates receiving the greater number of votes cast (although not necessarily a majority of votes cast) shall be elected. Any other corporate action shall be authorized by a majority of the votes cast, unless otherwise provided by the Act, the Articles, or these Bylaws. Notwithstanding anything contained herein to the contrary, to the fullest extent permitted by the Act, all classes of membership other than College and University members shall be non-voting members and shall not be entitled to vote on any matter.

Section 2.13 Adjournments. A determination of members of record entitled to notice of or to vote at a meeting of members is effective for any adjournment of the meeting unless the Board of Directors fixes a new date for determining the right to notice or the right to vote, which it must do if the meeting is adjourned to a date more than one hundred twenty (120) days after the record date for determining members entitled to notice of the original meeting.

Section 2.14 Action By Written Ballot. Unless the Articles provide otherwise, any action that may be taken at any annual, regular, or special meeting of the members may be taken without a meeting if the Association delivers a written ballot to every member entitled to vote on the matter. If mailed, the ballot shall be deemed to be delivered upon being deposited in the United States mail addressed to the member’s address shown in the Association’s current list of members and with proper postage affixed. If the ballot is delivered by any means other than United States mail, the ballot is deemed delivered when received. In the event that the Association distributed the ballot by telegraph, teletype, facsimile transmission or other form of electronic communication, the ballot shall be deemed received by the member when the receiving member transmits to the Association an acknowledgment of receipt or other form of written communication whereby the receiving member acknowledges or otherwise evidences receipt of the ballot in a manner which is reasonable. Such written ballot shall set forth each proposed action and provide an opportunity to vote for or against each proposed action. Approval by written ballot pursuant to this section is valid only when the number of votes cast by ballot equals or exceeds the quorum required to be present at a meeting authorizing the action, and the number of approvals equals or exceeds the number of votes that would be required to approve the matter at a meeting at which the total number of votes cast was the same as the number of votes cast by ballot. All solicitations for votes by written ballot shall indicate the number of responses needed to meet the quorum requirements; state the percentage of approvals necessary to approve the matter other than election of the Board of Directors; and specify the time by which a ballot must be received by the Association in order to be counted. A written ballot may not be revoked.
Section 2.15 **No Proxy Voting.** At all meetings of members, a member may not vote by proxy. Only voting members who are present at the meeting shall be entitled to vote.

Section 2.16 **Action.** Approval of actions by members shall be in accordance with the requirements of the Act, except to the extent otherwise provided by the Articles.

Section 2.17 **Resignation of a Member.** A member may resign at any time; provided however, the resignation of a member does not relieve the member from any obligations the member may have to the Association as a result of obligations incurred or commitments made before such resignation.

Section 2.18 **Termination, Expulsion and Suspension of a Member.** The Board of Directors has adopted a policy and procedure whereby the Association may expel or suspend a member, or terminate such membership, which is outlined in the Association’s Process for Dealing with Violations of Association Policies. Such policy and procedure may be amended from time to time by the Board of Directors in its discretion, without prior notice to the membership, provided that a member always shall be notified at least fifteen days in advance and shall have the opportunity to be heard, orally or in writing, at least five days in advance of the effective date of the proposed termination, expulsion or suspension (and such policy and procedure otherwise complies with South Carolina Code Section 33-31-621 or any successor provision). Such policy and procedure, as amended from time to time, is incorporated herein by reference as if set forth herein verbatim. A member who has been terminated, expelled or suspended shall remain liable to the Association for dues, assessments, or fees as a result of obligations incurred or commitments made before such termination, expulsion or suspension.

Section 2.19 **Corporation’s Purchase of Memberships.** The Association shall not purchase any of its memberships or any right arising therefrom.

Section 2.20 **Conduct of Meetings.** The Chair of the Board of Directors shall preside at each meeting of members. In the absence of the Chair, the meeting shall be chaired by an officer of the Association designated by the Board of Directors. In the absence of all such designated officers, the meeting shall be chaired by an officer of the Association chosen by the vote of a majority of the members present in person at the meeting and entitled to vote thereat. The Secretary or, in his or her absence, an Assistant Secretary, or in the absence of the Secretary and all Assistant Secretaries, a person whom the chairman of the meeting shall appoint, shall act as secretary of the meeting and keep a record of the proceedings thereof.

The Board of Directors of the Association shall be entitled to make such rules or regulations for the conduct of meetings of members as it shall deem necessary, appropriate or convenient. Subject to such rules and regulations of the Board of Directors, if any, such presiding official for the meeting, as designated above, shall have the right and authority to prescribe such rules, regulations and procedures and to do all such acts as, in the judgment of such presiding official, are necessary, appropriate or
convenient for the proper conduct of the meeting, including, without limitation, establishing an agenda or order of business for the meeting, rules and procedures for maintaining order at the meeting and the safety of those present, limitations on participation in such meeting to members of record of the Association and their duly authorized and constituted proxies and such other persons as such presiding official shall permit, restrictions on entry to the meeting after the time fixed for the commencement thereof, limitations on the time allotted to questions or comment by participants, and regulation of the opening and closing of the polls for balloting on matters which are to be voted on by ballot. Meetings of members shall not be required to be held in accordance with rules of parliamentary procedure, unless, and to the extent, determined by the Board of Directors or such presiding official for the meeting.

ARTICLE III
BOARD OF DIRECTORS

Section 3.01 Qualification and Number. All members of the Board of Directors shall be natural persons. The number of members of the Board of Directors shall be fixed by the Board from time to time; provided, however, the number of voting Board members shall not be less than three (3) and not more than twelve (12) including the five (5) Officers of the Association; and provided further, however, no reduction in the number of Board members shall have the effect of shortening the term of any incumbent Board member. At least nine voting members of the Board of Directors including the five (5) Officers of the Association shall be full-time staff persons in a related field at member educational institutions. No person will be eligible for election or appointment to the Board of Directors if that person’s school already has a staff Board member at the time the election or appointment is effective. Notwithstanding anything contained here, in the event an incumbent Board member fails to continue to meet the above-described qualifications, such Board member’s term as a Director shall immediately cease and such vacancy on the Board of Directors may be filled in accordance with Section 3.08 below.

Section 3.02 Non-Voting Directors.

A. The Executive Director shall be an ex-officio, nonvoting member of the Board of Directors and all committees, but shall not be included in determining the existence of a quorum.

B. Appointed guests to the Board shall be ex-officio, nonvoting members of the Board of Directors and all committees, but shall not be included in determining the existence of a quorum.

Section 3.03 Authority. The Board of Directors shall have ultimate authority over the conduct and management of the business and affairs of the Association. The Board of Directors shall have full authority and responsibility for any and all contracts entered into on behalf of the Association, both on the national and the regional levels. The authority and responsibility for the negotiation and/or review and approval of all contracts, and signatory authority for all contracts, shall be delegated to the Executive Director through the Chair of the Board of Directors. The Chair of the Board of Directors
may, at any time, review any contract, or suspend this delegation of signatory authority. The NACA Board of Directors holds the ultimate fiduciary responsibility for and control of all budgetary and monetary matters related to the Association, and any of its ancillary and subsidiary component groups or forms.

Section 3.04 Election. Board members who automatically serve as Directors by virtue of being Officers of the Association shall be elected as provided in Section 4.01 herein. The election of all other Directors by the members shall be held at each annual meeting of the Association’s members. In the alternative, at the discretion of the Board, election of the other Directors may be conducted actually by written ballot in accordance with Section 2.14 herein. Board candidates can be self-nominated or nominated by the membership, and are elected from a slate prepared by the Nominating Committee. The Nominating Committee shall provide more than one candidate per vacancy if a sufficient number of qualified candidates are nominated by the membership. In case of any increase in the number of members of the Board of Directors, the additional directorships so created may be filled in the first instance in the same manner as a vacancy in the Board of Directors.

Section 3.05 Tenure. Each Board member who automatically serves as a Director by virtue of being an Officer of the Association shall serve as a Director for a one (1) year term corresponding with the period during which such individual serves as an Officer. Each other member of the Board of Directors shall hold office from the date of such Board member’s election and qualification until such Board member’s successor shall have been duly elected and qualified, or until such Board member’s earlier removal, resignation, death, or incapacity. Candidates for staff position directorships receiving a plurality of votes cast shall be elected to a term of two years and may serve only two consecutive terms. Terms commence on May 1 and terminate on April 30.

Section 3.06 Resignation of Board of Directors Members. A Board member may resign at any time by delivering written notice to the Board of Directors, its presiding officer, the Chair, or the Secretary. A resignation is effective when the notice is effective, unless the notice specifies a later date. If the resignation is made effective at a later date, the Board of Directors may fill the pending vacancy before the effective date if the Board of Directors provides that the successor does not take office until the effective date.

Section 3.07 Removal of Members of the Board of Directors. Any Board member elected by the voting membership at large may be removed from office, with or without cause, by the members of the Association, if the number of votes cast to remove the Board member would be sufficient to elect the Board member. A Board member who is elected by the members may be removed by the members only at a meeting that is called for the purpose of removing the director, and for which the meeting notice states that the purpose, or one of the purposes, of the meeting is the removal of the Board member. A Board member who is elected by the members may be removed with cause by a two-thirds vote (2/3) of the Board then in Office. Cause is defined as the commission of a felony and/or a breach of any material duty. Any Board member who is elected by the Board of Directors may be removed from office with or
without cause by a two-thirds vote (2/3) of the Board of Directors then in office; provided however, a Board member elected by the Board of Directors to fill the vacancy of a Board member elected by the members may be removed without cause by the members, but not the Board of Directors.

Section 3.08 Vacancies. The Board of Directors may by majority vote of the Board members then in office, regardless of whether such Board members constitute a quorum, elect a new Board member to fill a vacancy on the Board of Directors; provided, however, that no person may be elected to fill a vacancy created by such person's removal from office pursuant to these Bylaws.

Section 3.09 Regular Meetings. Unless the Act or the Bylaws provide otherwise, regular meetings of the Board of Directors may be held without notice. Regular meetings of the Board of Directors shall be called and held for the purpose of annual organization, changes in the established number of members of the Board of Directors, if any, appointment of Officers and committees, and transaction of any other business. It is anticipated that the Board of Directors shall meet at least twice each year, with one regular meeting held in conjunction with the National Convention. Except as otherwise provided by law, any business may be transacted at any regular meeting of the Board of Directors.

Section 3.10 Special Meetings. Special meetings of the Board of Directors may be called for any lawful purpose or purposes by the Chair, the presiding officer of the Board of Directors, or a majority of the Board members then in office. The person calling a special meeting shall give, or cause to be given, to each Board member at his business address, written notice of the date, time and place of the meeting by any means of communication acceptable under the Act not less than two (2) days prior thereto; provided however, the date upon which such notice shall be deemed effective shall be determined in accordance with Section 3.11 hereof. An oral notice is permissible if reasonable under the circumstances, and is effective when communicated in a comprehensible manner.

Section 3.11 Effective Date of Director Notices. Written notice, if in comprehensible form, is effective at the earliest of the following:

A. When received;

B. Five (5) days after its deposit in the United States mail, if mailed correctly addressed with first class postage affixed;

C. On the date shown on the return receipt, if sent by registered or certified mail, return receipt requested, and the receipt is signed by or on behalf of the addressee; or

D. Fifteen (15) days after its deposit in the United States mail, if mailed correctly addressed and with other than first class, registered, or certified postage affixed.

Written notice is correctly addressed to a member of the Board of Directors if addressed to the Board member’s business address shown in the Association’s current
records. If notice is given by telegram, the notice shall be deemed delivered when the telegram is delivered to the telegraph company and the transmission fee therefore is paid. If notice is given by telecopier facsimile transmission, the notice shall be deemed delivered when the facsimile of the notice is transmitted to a telecopier facsimile receipt number designated by the receiving Board member, if any, so long as such Board member transmits to the sender an acknowledgment of receipt. The notice of a special meeting shall describe the purpose of such special meeting. Any time or place fixed for a special meeting must permit participation in the meeting by means of telecommunications as authorized below.

Section 3.12 Waiver of Notice of Meetings. Notice of a meeting need not be given to any member of the Board of Directors who signs a waiver of notice either before or after the meeting. To be effective the waiver shall contain recitals sufficient to identify beyond reasonable doubt the meeting to which it applies. The recitals may, but need not necessarily, include reference to the date and purpose of the meeting and the business transacted thereat. Recital of the proper date of a meeting shall be conclusive identification of the meeting to which a waiver of notice applies unless the waiver contains additional recitals creating a patent ambiguity as to its proper application. The attendance of a Board member at a meeting of the Board of Directors shall constitute a waiver of notice of that meeting, except where the Board member, upon arriving at the meeting or prior to the vote on a matter not noticed in conformity with the Act, these Bylaws, or the Articles, objects to lack of notice and does not thereafter vote or assent to the objected action.

Section 3.13 Participation by Telecommunications. Any member of the Board of Directors may participate in, and be regarded as present at, any meeting of the Board of Directors by means of conference telephone or any other means of communication by which all persons participating in the meeting can hear each other at the same time.

Section 3.14 Quorum. A majority of the voting members of the Board of Directors in office immediately before the meeting shall constitute a quorum for the transaction of business at any meeting of the Board of Directors. If a quorum shall not be present at any meeting of the Board of Directors, the Board members present thereat may adjourn the meeting from time to time, without notice other than announcement at the meeting, until a quorum is present.

Section 3.15 Action. The Board of Directors shall take action pursuant to resolutions adopted by the affirmative vote of a majority of the Board members participating in a meeting at which a quorum is present, or the affirmative vote of a greater number of Board members where required by the Articles, these Bylaws, the Act, or otherwise by law.

Section 3.16 Action Without Meeting. To the fullest extent permitted by the Act, the Board of Directors may take action without a meeting by written consent as to such matters and in accordance with such requirements and procedures authorized by the Act. Unless otherwise permitted by the Act, such written consent must be signed by all
members of the Board of Directors and included in the minutes filed with the Association records reflecting the action taken.

Section 3.17 Presumption of Assent. A member of the Board of Directors of the Association who is present at a meeting of the Board of Directors at which action on any corporate matter is taken shall be presumed to have assented to the action taken unless (i) such Board member objects at the beginning of the meeting, or promptly upon arrival, to holding the meeting or transacting business at the meeting, (ii) the Board member votes against the action and the vote is entered in the minutes of the meeting, (iii) the Board member’s dissent or abstention for the action taken is entered in the minutes of the meeting, or (iv) the Board member delivers written notice of dissent or abstention to the presiding officer of the meeting before its adjournment or the Association immediately after the adjournment of the meeting. The right to dissent shall not apply to a Board member who voted in favor of such action.

Section 3.18 Board Committees. The Board of Directors may from time to time by resolution, adopted in accordance with the Act, designate and delegate authority to one or more committees. Any such committee may be designated as a standing committee appointed annually or as a special committee for specific circumstances or transactions with a limited duration. Each committee shall be composed of two or more voting Board members, who shall serve at the pleasure of the Board of Directors. Only members of the Board of Directors shall serve as voting members of such committees. The duties, constitution, and procedures of any committee shall be prescribed by the Board of Directors. The Board of Directors shall designate one member of each committee as its chairman. A committee may not authorize distributions (as defined in Section 33-31-140(11) of the Act); approve or recommend to members dissolution, merger, or the sale, pledge, or transfer of all or substantially all of the Association’s assets; elect, appoint, or remove Directors or fill vacancies on the Board or on any committee; or adopt, repeal, or amend the Articles or these Bylaws.

Section 3.19 Board Committee Meetings. A majority of each Board committee’s voting members shall constitute a quorum for the transaction of business by the committee, and each committee shall take action pursuant to resolutions adopted by a majority of the committee’s voting members participating in a meeting at which a quorum of the committee is present. Each committee may also take action without a meeting by written consent as to such matters and in accordance with such requirements and procedures authorized by the Act for Director action. Unless otherwise permitted by the Act for Director action, such written consent must be signed by all of the committee’s voting members. Special meetings of any committee may be called at any time by a majority of the voting Board members who are members of the committee, or by any person entitled to call a special meeting of the full Board of Directors. Except as otherwise provided in this section, the conduct of all meetings of any committee, including notice thereof, and the taking of any action by such committee, shall be governed by this Article.
Section 3.20 No Compensation. Members of the Board of Directors shall not receive compensation for serving as a member of the Association’s Board of Directors. The Board of Directors may by resolution authorize the payment or reimbursement of all expenses of each Board member related to the Board member’s attendance at meetings, or other service to the Association.

Section 3.21 Conduct of Meetings. Unless, and to the extent, determined by the Board of Directors or the chairman of the meeting, or unless required by a specific rule to the contrary in these Bylaws, the Articles, or the Act, meetings of the Board of Directors shall not be required to be held in accordance with rules of parliamentary procedure.

ARTICLE IV
OFFICERS

Section 4.01 In General. The Officers of the Association, elected by the Board of Directors from the current staff position Board members, shall consist of a Chair, Immediate Past-Chair, Chair-Elect, Vice Chair for Programs and a Treasurer. These five (5) Officers shall automatically serve as Directors as provided in Section 3.01, 3.04 and 3.05 herein. The Board of Directors may also elect such other officers and agents as the Board of Directors deems advisable from time to time but such individuals shall not serve as Directors. All Officers shall be elected by the Board of Directors to serve at the pleasure of the Board; provided, however, the previous year’s Chair-Elect shall serve as the following year’s Chair. Except as may otherwise be provided by the Act or in the Articles, any Officer may be removed by the Board of Directors at any time, with or without cause in accordance with Section 4.13 herein in which case any such individual who is automatically serving as a Director by virtue of his/her Officer position shall also cease to be a Director. Any vacancy, however occurring, in any office may be filled by the Board of Directors for the unexpired term. Each Officer shall exercise the authority and perform the duties as may be set forth in these Bylaws and any additional authority and duties as the Board of Directors shall determine from time to time.

Section 4.02 Additional Qualifications. The Chair-Elect shall have been elected to the Board and served two years on the Board by the effective beginning date of the officer’s term. The Vice Chair for Programs shall have been elected to the Board and served at least one year on the Board by the effective beginning date of the officer’s term. The Treasurer shall have been elected to the Board of Directors and served at least one year on the Board by the effective beginning date of the officer’s term.

Section 4.03 Executive Director. The Board of Directors shall employ an executive director and determine the term of office and compensation for service. Unless the Board of Directors determines otherwise, the Executive Director shall serve as Secretary of the Association and will also need to meet the duties of the Secretary as outlined in 4.06. The Executive Director shall, under the direction of the Treasurer, keep safe custody of the Association’s funds and securities, maintain and give complete and accurate books, records, and statements of account, give and receive receipts for moneys, and make deposits of the Association’s funds, or cause the same to be done
under the Executive Director’s supervision. The Executive Director is responsible for staffing and operations of the NACA Office, supervision of the paid staff of the Association, and implementation of Association policies and directives. Except as otherwise provided herein and as may be specifically limited by resolution by the Board of Directors or an authorized committee thereof, the Executive Director shall have full authority to execute on the Association’s behalf any and all contracts, agreements, notes, bonds, deeds, mortgages, certificates, instruments and other documents.

Section 4.04 Chair. The Chair shall exercise the powers of the president of the Association, subject to the authority of the Board of Directors. The Chair shall whenever possible preside at all meetings of the members and all meetings of the Board of Directors. The Chair shall see that the resolutions of the Board of Directors and authorized committees thereof are put into effect. Unless the Board of Directors determines otherwise, the Chair may from time to time appoint any individual to serve on any volunteer work group of the Association; provided however, the Chair, without the consent of the Board of Directors, shall not be entitled to appoint members to any committee described in Section 3.18 herein. The Chair shall also perform such other duties and may exercise such other powers as are incident to the office of Chair and as are from time to time assigned to him by the Act, these Bylaws, the Board of Directors, or an authorized committee thereof. The Chair shall be an ex-officio member of all committees.

Section 4.05 Chair-Elect. Except as otherwise determined by the Board of Directors, the Chair-Elect shall serve under the direction of the Chair. Except as otherwise provided herein, the Chair-Elect shall perform such duties and may exercise such powers as are incident to the office of Chair-Elect and as are from time to time assigned to him by the Act, these Bylaws, the Board of Directors, an authorized committee thereof, or the Chair. In the absence, incapacity, or inability or refusal of the Chair to act, the Chair-Elect shall assume the authority and perform the duties of the Chair.

Section 4.06 Secretary. Except as otherwise provided by these Bylaws or determined by the Board of Directors, the Secretary shall serve under the direction of the Chair. The Secretary shall whenever possible attend all meetings of the members and the Board of Directors, and whenever the Secretary cannot attend such meetings, such duty shall be delegated by the presiding officer for such meeting to a duly authorized assistant secretary. The Secretary shall record or cause to be recorded under the Secretary’s general supervision the proceedings of all such meetings and any other actions taken by the members or the Board of Directors (or by any committee of the Board in place of the Board) in a book or books (or similar collection) to be kept for such purpose. The Secretary shall upon proper request give, or cause to be given, all notices in connection with such meetings. The Secretary shall be the custodian of the Corporate seal and affix the seal to any document requiring it, and to attest thereto by signature. With respect to activities conducted in jurisdictions that require a seal, the Secretary may delegate the Secretary’s authority to affix the Association’s seal and attest thereto by signature to any Assistant Secretary. The Board of Directors may give general authority to any other officer or specified agent to affix the Association’s seal
and to attest thereto by signature. Unless otherwise required by law, the affixing of the Association’s seal shall not be required to bind the Association under any documents duly executed by the Association and the use of the seal shall be precatory in the discretion of the Association’s duly authorized signing officers. The Secretary shall properly keep and file, or cause to be properly kept and filed under the Secretary’s supervision, all books, reports, statements, notices, waivers, proxies, tabulations, minutes, certificates, documents, records, lists, and instruments required by the Act or these Bylaws to be kept or filed, as the case may be. The Secretary may when requested, and shall when required, authenticate any records of the Association. Except to the extent otherwise required by the Act, the Secretary may maintain, or cause to be maintained, such items within or without the State of South Carolina at any reasonable place. The Secretary shall perform such other duties and may exercise such other powers as are incident to the office of secretary and as are from time to time assigned to such office by the Act, these Bylaws, the Board of Directors, an authorized committee thereof, or the Chair.

Section 4.07 Treasurer. Except as otherwise provided by these Bylaws or determined by the Board of Directors, the Treasurer shall serve under the direction of the Chair. The Treasurer shall upon request report to the Board of Directors or members on the financial condition of the Association. The Treasurer shall perform such other duties and may exercise such other powers as are incident to the office of treasurer and as are from time to time assigned to such office by the Act, these Bylaws, the Board of Directors, an authorized committee thereof, or the Chair. The Treasurer shall be the chief financial officer of the Association and chair of the Finance Committee. He/she shall receive and review the regular audits of the Association and shall present the annual budget to the Board of Directors.

Section 4.08 Immediate Past Chair. Except as otherwise provided by these Bylaws or determined by the Board of Directors, the Immediate Past Chair shall serve under the direction of the Chair and shall serve as Chair of the Nominating Committee and will administer the election procedure for new Board and officers.

Section 4.09 Vice Chair for Programs. Except as otherwise provided by these Bylaws or determined by the Board of Directors, the Vice Chair for Programs shall serve under the direction of the Chair. The Vice Chair for Programs shall be responsible for the communication of Board policy and procedures as they apply to programs, and serve as liaison between programs and the Board.

Section 4.10 Salaries. The salary and other compensation of the Executive Director shall be fixed from time to time by the Board of Directors. No other officer shall receive a salary or other compensation by reason of the fact that such individual is an officer of the Association.

Section 4.11 Vacancies. A vacancy in the office of Chair shall be filled by the Chair-Elect unless he or she is unable to serve, at which time the vacancy shall be filled by election of the Board by a majority of votes cast. A vacancy in the office of Chair-
Elect shall be filled by election of the Board by a majority of votes cast. A vacancy in the office of Immediate Past Chair shall be left vacant with the Chair of the Board delegating the duties of the position. A vacancy in the office of Vice Chair for Programs shall be filled by election of the Board by a majority of votes cast. A vacancy in the office of Treasurer shall be filled by election of the Board by a majority of votes cast.

Section 4.12 Removal. Any officer, including the Chair, may be removed from office by a vote of two-thirds of the members of the Board of Directors at a duly constituted meeting of the Board. Removal may be with or without cause. The person under consideration shall be given an opportunity to be heard at the meeting with sufficient notice of the proposed removal or suspension to enable preparation of a response. Upon a vote on removal, the person under consideration shall not be counted in determining the presence of a quorum nor whether the required two-thirds vote has been obtained. Upon a vote of removal of the Chair, the Chair-Elect shall preside at the meeting.

ARTICLE V
INDEMNIFICATION

Section 5.01 Scope. The Association shall indemnify, defend and hold harmless the Association’s officers, directors and employees to the fullest extent permitted by, and in accordance with the Act. This plan of indemnification shall constitute a binding agreement of the Association for the benefit of the officers, directors and employees, as consideration for their services to the Association, and may be modified or terminated by the Board of Directors only prospectively. Such right of indemnification shall not be exclusive of any other right which such directors, officers, employees or representatives may have or hereafter acquire and, without limiting the generality of such statement, they shall be entitled to their respective rights of indemnification under any bylaw, agreement, vote of members, insurance, provision of law, or otherwise, as well as their rights under this Article V.

Section 5.02 Indemnification Plan. The Board of Directors may from time to time adopt an Indemnification Plan implementing the rights granted in Section 5.01. This Indemnification Plan shall set forth in detail the mechanics of how the indemnification rights granted in Section 5.01 shall be exercised; provided, that the Indemnification Plan shall include that the Directors shall not be indemnified until twenty (20) days after effective written notice is given to the South Carolina Attorney General, as set forth in Section 33-31-855(d) of the Act.

Section 5.03 Insurance. The Board of Directors may cause the Association to purchase and maintain insurance on behalf of any person who is or was a Director or Officer of the Association, or is or was serving at the request of the Association as a Director or Officer of another corporation, or as its representative in a partnership, joint venture, trust, or other enterprise, against any liability asserted against such person and incurred in any such capacity or arising out of such status, whether or not the Association would have the power to indemnify such person.
ARTICLE VI
TRANSACTIONS

Section 6.01 Contracts. The Board of Directors may authorize any Officer or Officers, or agent or agents, to enter into any contract or execute and deliver any instrument in the name of and on behalf of the Association, and such authority may be general or confined to specific instances.

Section 6.02 Loans. The Board of Directors may authorize any Officer or Officers, or agent or agents, to contract any indebtedness and grant evidence of indebtedness and collateral therefore in the name of and on behalf of the Association, and such authority may be general or confined to specific instances.

Section 6.03 Checks, Drafts, etc. All checks, drafts or orders for the payment of money, notes or other evidences of indebtedness issued in the name of the Association, shall be signed by such officer or officers, agent or agents of the Association and in such manner as shall from time to time be determined by resolution of the Board of Directors. In the absence of such determination by the Board of Directors, such instruments shall be signed by the Treasurer or an Assistant Treasurer and countersigned by the Chair or Chair-Elect of the Association.

Section 6.04 Deposits. All funds of the Association shall be deposited from time to time to the credit of the Association in such banks, trust companies or other depositories as the Board of Directors may select.

Section 6.05 Gifts. The Board of Directors may accept on behalf of the Association any contribution, gift, bequest or devise for the general purposes or for any special purpose of the Association.

ARTICLE VII
RECORDS

Section 7.01 Forms of Records. When consistent with good business practices, any records of the Association may be maintained in a form other than written form, if such other form is capable of reasonable preservation and conversion into written form within a reasonable time.

Section 7.02 Corporate Records. The Association shall keep as permanent written records a copy of the minutes of all meetings of its members and Board of Directors, a record of all actions taken by the members or Directors without a meeting, and a record of all actions taken by committees of the Board of Directors. The Association shall maintain appropriate accounting records. The Association or its agent shall maintain a record of the name and address, in alphabetical order, of each member. The Association shall keep a copy of the following records at its Principal Office:
A. its articles or restated articles of incorporation and all amendments thereto currently in effect;

B. its Bylaws or restated Bylaws and all amendments thereto currently in effect;

C. resolutions adopted by its Board of Directors relating to the characteristics, qualifications, rights, limitations, and obligations of the members or any class or category of members;

D. the minutes of all meetings of members and records of all actions approved by the members for the past three (3) years;

E. all written communications to members generally within the past three (3) years, including financial statements furnished for the past three (3) years;

F. a list of the names and business or home address of its current Directors and Officers; and

G. the Association’s most recent report of each type required to be filed by the Association with the South Carolina Secretary of State.

Section 7.03 Inspection Rights. The members shall have only such rights to inspect records of this Association to the extent, and according to the procedures and limitations, prescribed by the Act.

Section 7.04 Financial Statements. The Association upon written demand from a member shall furnish to the demanding party the Association’s latest annual financial statements, which may be consolidated or combined statements of the Association and one or more of its subsidiaries or affiliates. Such statements shall include a balance sheet as of the end of the fiscal year and a statement of operations for that year. If financial statements are prepared for the Association on the basis of generally accepted accounting principles, the annual financial statements also must be prepared on that basis. If the annual financial statements are reported upon by a public accountant, the accountant’s statement must accompany them. If not, the statements must be accompanied by the statement of the Chair or person responsible for the Association’s financial accounting records (1) stating whether or not to the Chair or such person’s reasonable belief the financial statements were prepared on the basis of generally accepted accounting principles, and if not, describing the basis of preparation, and (2) describing any respects in which the statements were not prepared on a basis of accounting consistent with the statements prepared for the preceding year.
ARTICLE VIII
MISCELLANEOUS

Section 8.01 Fiscal Year. The fiscal year of the Association shall be established, and may be altered, by resolution of the Board of Directors from time to time as the Board deems advisable.

Section 8.02 Seal. The seal of the Association, where required, shall be circular in form and shall have inscribed thereon the name of the Corporation, the year of its organization, and the words “Corporate Seal, State of South Carolina,” or other relevant State.

Section 8.03 Amendments. Subject to the Act and the Articles, these Bylaws may be altered, amended, or repealed and new Bylaws may be adopted by a two-thirds vote of the members of the Board of Directors present at a meeting called for that purpose, subject to the following: (a) the right of the members to alter, adopt, amend, or repeal Bylaws as provided in the Act; and (b) action of the members in adopting, amending, or repealing a particular Bylaw wherein the Board of Directors is expressly prohibited by such member action from amending or repealing the particular Bylaw acted upon by the members. The members may amend or repeal any or all of these Bylaws even though these Bylaws may also be amended or repealed by the Board of Directors, provided that the members comply with all notice and other requirements of the Act.

Section 8.04 Severability. If any provision of these Bylaws or the application thereof to any person or circumstances shall be held invalid or unenforceable to any extent by a court of competent jurisdiction, such provision shall be complied with or enforced to the greatest extent permitted by law as determined by such court, and the remainder of these Bylaws and the application of such provision to other persons or circumstances shall not be affected thereby and shall continue to be complied with and enforced to the greatest extent permitted by law.

Section 8.05 Usage. In construing these Bylaws, feminine or neuter pronouns shall be substituted for masculine forms and vice versa, and plural terms shall be substituted for singular forms and vice versa, in any place in which the context so requires. The section and paragraph headings contained in these Bylaws are for reference purposes only and shall not affect in any way the meaning or interpretation of these Bylaws. Terms such as “hereof”, “hereunder”, “hereto”, and words of similar import shall refer to these Bylaws in the entirety and all references to “Articles”, “Paragraphs”, “Sections”, and similar cross references shall refer to specified portions of these Bylaws, unless the context clearly requires otherwise. Terms used herein which are not otherwise defined shall have the meanings ascribed to them in the Act. All references to statutory provisions shall be deemed to include corresponding sections of succeeding law.

Section 8.06 Conflict Between Bylaws, Articles and the Act. The Articles and the Act (as either may be amended from time to time) are incorporated herein by
reference. Any conflict between the terms of these Bylaws, the Articles, or the Act shall be resolved in the following order: (1) the Act; (2) the Articles; and (3) these Bylaws.

Section 8.07 By-Law Review. These by-laws will be reviewed on a regular basis of at least once every two years.
B. POLICIES AND POLICY CHANGES
Governance policies contained herein are subject to change without notice. All policies and changes are reviewed and approved by either the Board of Directors or the Executive Director.

C. GENERAL DIVERSITY POLICIES AND PRINCIPLES

1. Definition of Diversity
Diversity is an attribute and a goal. As an attribute, diversity is ethnic identification/race, gender, gender identity, disability, sexual orientation, age, religion, economic status and the many other aspects of our lives which define the family of humanity. As a goal, diversity refers to the intentional valuing, respecting and inclusion of all peoples. NACA recognizes the diversity of all its members and supports the development and implementation of programs and services that achieve this goal.

NACA is committed to advancing diversity development and the principles of equal opportunity and affirmative action through its respective programs, services and volunteer involvement. To ensure compliance with these principles, the Association:

- Will not discriminate on the basis of race, color, religion, gender, gender identity, economic status, sexual orientation, national origin, age, ethnic background or disability in any of their policies, procedures or practices;
- Will promote vigorous efforts to enhance, develop and increase a diverse volunteer pool in all areas of the Association;
- Will actively promote diversity in their programs and services;
- Will expect all volunteers and NACA Office staff to consistently display sensitivity to diversity and the principles of affirmative action;
- Will promote the importance of eliminating discriminatory and/or culturally insensitive language, behavior and content from NACA-sponsored activities and will urge all members and guests of the Association to cooperate in this effort. There is no intent to support censorship. The purpose is to induce thought and advance planning in an effort to ensure that showcase performances, CAMP displays, educational sessions and other NACA-sponsored activities reflect appropriate diversity and sensitivity in their plans and actions.

3. Alcohol and Other Substance Abuse Policy
The National Association for Campus Activities and the NACA Foundation recognize the serious threats that alcohol and other substance abuse present to college populations, the entertainment industry, and to society as a whole. We realize that our Association is not immune to the problems associated with abuse. NACA is committed to addressing this issue through various activities, programs and educational efforts on regional and national levels. All NACA members and volunteers are encouraged to uphold the Association’s statement in spirit and action; however, NACA has no responsibility for the conduct or behavior of event attendees.

Alcohol served outside of any official event (an official event is one endorsed or hosted
by NACA) is not the responsibility of NACA, but is instead the responsibility of the individual/group/firm coordinating, hosting, promoting or holding the activity. All responsibility for determining whether participants at the activity are underage and for complying with applicable state and local laws rests solely with the individual/group/firm coordinating, hosting, promoting or holding the activity, and is not in any way the responsibility of NACA or any of its employees or representatives.

In the event that NACA becomes the subject of a claim or loss arising from violation of this policy by any person, group or business entity, or service of alcohol at any non-official event, that person, group or business entity agrees that it shall indemnify and hold harmless NACA from and against all resulting claims and losses, including NACA’s costs and attorney’s fees, that arise from or relate to violation of this policy and/or service of alcohol at said non-official event.

D. NACA BOARD OF DIRECTORS, NACA FOUNDATION BOARD OF TRUSTEES AND COMMITTEES
(See also Bylaws, Article III)

The Board of Directors and Board of Trustees are the highest authority of NACA and the Foundation, having ultimate responsibility for all Association affairs. The Executive Director, Regional Conference Program Committee members and all other elements of NACA hold their authority by virtue of delegation by the appropriate Board.

The Board of Directors may meet at any time by call of the Chair of the Board of Directors. However, the Board normally meets twice yearly, once prior to the National Convention and again in the summer. Between Board meetings, Board actions are accomplished by mail or electronic ballot.

All members of the Board of Directors will encourage active volunteer involvement and leadership by taking the necessary steps to achieve a diverse association through the recruitment of volunteers and follows NACA’s Non-Discrimination, Diversity Advancement and Affirmative Action Principles.

A member of the NACA Board of Directors may not hold other recognized volunteer leadership positions within NACA during their tenure on the Board. Board members may be assigned to positions, committees or teams by virtue of their Board position.

Board members will not be allowed to serve in leadership or advisory positions in proprietary organizations competing with NACA until such time as their leadership term with NACA has been completed, and they must maintain membership in NACA during their term, as must all NACA volunteers or leaders.

The NACA Board of Directors holds ultimate fiduciary responsibility for and control of all budgetary and monetary matters related to the Association, and any of its ancillary and subsidiary component groups or forms.
1. **Organizational Chart**
An organizational chart reflecting the current volunteer structure is at the end of the document.

2. **General Job Description, Member, NACA Board of Directors and NACA Foundation Board of Trustees**
   - **Reports to:** Chair of the Board of Directors/Board of Trustees
   - **General Responsibilities:** The Board of Directors/Board of Trustees is the governing body of the Association and the Foundation and all authority within the Association and Foundation is delegated by it. Members of the Board are responsible for the overall strategic direction, effectiveness and financial stability of the Association.
   - **Specific Responsibilities:**
     - Maintains an awareness of the needs and interests of the membership and represents their views during the Board’s discussions of the Association’s strategic direction;
     - Establishes and reviews goals for the Association through the Strategic Plan process;
     - Provides sufficient documentation to update the Board on events or matters within specific areas of responsibility as charged by the Chair or through election to an officer position;
     - Approves the annual budget;
     - Supports the Association’s membership recruitment and retention efforts through activities determined by the Chair;
     - Follows NACA’s *Non-Discrimination, Diversity Advancement and Affirmative Action Principles* to recommend others to fill available positions in the NACA leadership and takes the necessary steps to achieve a diverse Association both through the recruitment of volunteers and the development of programs and services for the Association’s members;
     - Elects officers to the Board of Directors;
     - Evaluates the Executive Director;
     - Reviews various written updates from the Board and Office to stay current with decisions regarding day-to-day governance issues; proactively calls the Chair or the Executive Director to discuss if questions arise; serves as a resource for other volunteers regarding decisions of the Board;
     - Attends all Board meetings;
     - Represents the Board of Directors as appropriate to the membership and other organizations;
     - May serve as a member of or chair a Board standing committee or research and recommendation team;
     - May attend RCPC meetings and conduct training as assigned by the Chair;
• Is available to travel as requested by the Chair of the Board;
• Participates in Board effectiveness assessment annually;
• Undertakes any additional duties set forth in the Association and Foundation Bylaws, or by the Chair of the Board.

♦ **Term of Office:** Two years. Board members may run for two consecutive terms on the Board, but with the understanding that they must follow the same application procedures as other potential candidates.

♦ **Qualifications:** Members of the Board of Directors should have proven abilities of volunteer program management, co-curricular awareness and experience, and sound judgment, as well as understanding and appreciation of NACA activities. Members should be articulate, provide evidence of leadership skills and capabilities, and demonstrate personal skills such as integrity, enthusiasm, communication skills, critical thinking, decision-making and follow-through.

Members of the Board must have approval from and support of their institution prior to applying for the position (note: support is defined as financial as well as time out of the office, etc.), and must maintain NACA membership during their term.

3. **Specific Job Descriptions, NACA Board of Directors and NACA Foundation Board of Trustees**

   a. **Chair of the Board of Directors/Board of Trustees**

   ♦ **Reports to:** Board of Directors/Board of Trustees

   ♦ **General Responsibilities:** The Chair of the Board is the chief elected officer and executive of the corporation and presiding officer of the Association and Foundation, and has overall responsibility for the operation of the volunteer leadership and staff, operations, programs, and general organizational well-being.

   ♦ **Specific Responsibilities:**
     • Serves as the chief representative of the organization and main spokesperson for policy issues and matters;
     • Presides at all meetings of the Board of Directors/Board of Trustees and the Association;
     • Assures that the Board of Directors/Board of Trustees and officers are kept informed of the conditions and operations of the Association;
     • Assures that the Association’s revenues and expenditures are regularly reported to the Board and that all volunteer administration expenses are properly monitored and accounted for;
• Develops and sets priorities – in conjunction with the Board of Directors – for the Association's goals and objectives and establishes activities that are consistent with the Association's Strategic Plan;

• Assures that policies and programs to further the goals and objectives of the Association are planned, formulated, and presented to the Board of Directors;

• Interprets organization Bylaws, motions, policies, procedures, and other such provisions subject to approval by the Board of Directors, and assures the effective administration of Association policies, procedures, and programs;

• Appoints, assigns and supervises standing committees, research and recommendation teams, and other leadership and removes any national and regional conference program committee officers in the event that such action is necessary, unless otherwise outlined in Association Bylaws;

• Reviews and evaluates the Executive Director at least once annually;

• Assures adequate organizational planning, and organizational and program development, including preparation of the Chair-elect;

• Communicates routinely with the Executive Director regarding day-to-day operations of the Association;

• Coordinates new Board member orientation for the May Board Retreat during his/her term;

• Submits updates and information for publications as needed;

• Serves as a voting member on the Finance Committee;

• Undertakes any additional duties assigned by the Board and/or provided for in the Association’s and Foundation’s Bylaws, policies and procedures.

♦ Term of Office: One year as Chair of the Board.

♦ Qualifications: The Chair of the Board must have been elected to the Board of Directors, served for two years and should have proven abilities of leadership, communication, program development and management, volunteer effectiveness, management of large and complex activities, and a working knowledge of budgets and finance, higher education and the relevant campus activities areas and industries.

The Chair of the Board must have approval from and support of their institution prior to applying for the position (note: support is defined as financial as well as time out of the office, etc.), and must maintain NACA membership during their term.

b. Chair-elect of the Board of Directors/Board of Trustees

♦ Reports to: Chair of the Board of Directors/Board of Trustees
♦ **General Responsibilities:** The primary responsibility of the Chair-elect is to become prepared to assume the responsibilities of the Chair of the Board of Directors and Board of Trustees by learning the fiscal, administrative, operational and programmatic aspects of the Association, establishing effective working relationships with the Association leadership, and developing program planning.

♦ **Specific Responsibilities:**
  - Participates in specified committee functions;
  - Becomes informed of all significant Association matters;
  - Oversees the Association’s initiatives on diversity;
  - Serves as a voting member on the Finance Committee;
  - Acts in the absence of the Chair in conducting all business of the Association;
  - Undertakes any additional duties assigned by the Board and/or provided for in the Association’s and Foundation’s Bylaws, policies and procedures.

♦ **Term of Office:** One year as Chair-elect.

♦ **Qualifications:** Must have been elected to the Board of Directors, served at least two years on the Board of Directors and should exhibit qualities suitable for the Chair of the Board.

The Chair-elect must have approval from and support of their institution prior to applying for the position (note: support is defined as financial as well as time out of the office, etc.), and must maintain NACA membership during their term.

c. **Immediate Past Chair of the Board of Directors/Board of Trustees**

♦ **Reports to:** Chair of the Board of Directors/Board of Trustees

♦ **General Responsibilities:** The Immediate Past Chair serves as resource for the Board of Directors, works to assure effective participation of associate members in organization affairs, and recruits and develops suitable Board candidates for election.

♦ **Specific Responsibilities:**
  - Chairs the Board Application Review Committee and supervises and coordinates the Board nomination and election process;
  - Submits updates and information for publications as needed;
  - Undertakes any additional duties assigned by the Board and/or provided for in the Association’s and Foundation’s Bylaws, policies and procedures.

♦ **Term of Office:** One year as Immediate Past Chair.
♦ **Qualifications:** Must have served as Chair of the Board of Directors for one year.

The Immediate Past Chair must have approval from and support of their institution prior to applying for the position (note: support is defined as financial as well as time out of the office, etc.), and must maintain NACA membership during their term.

d. **Association Treasurer of the Board of Directors/Board of Trustees**

♦ **Reports to:** Chair of the Board of Directors/Board of Trustees

♦ **General Responsibilities:** The primary responsibility of the Association Treasurer is to be the chief financial officer of the Association and Foundation, and have overall responsibility for the fiscal management of the Association and Foundation.

♦ **Specific Responsibilities:**
  • Serves as Treasurer of the Association, chairing the Finance Committee and developing a budget process and timeline in conjunction with the NACA Office;
  • In conjunction with the Vice Chair for Programs, provides regional conference program committees with a timeline for PAR Form review, and administers the process as necessary;
  • Submits updates and information for publications as needed;
  • Undertakes any additional duties assigned by the Board and/or provided for in the Association’s and Foundation’s Bylaws, policies and procedures.

♦ **Term of Office:** One year as Association Treasurer.

♦ **Qualifications:** Must have been elected to the Board of Directors, served at least one year on the Board of Directors and should exhibit qualities suitable for the Association Treasurer.

The Association Treasurer must have approval from and support of their institution prior to applying for the position (note: support is defined as financial as well as time out of the office, etc.), and must maintain NACA membership during their term.

e. **Vice Chair for Programs of the Board of Directors/Board of Trustees**

♦ **Reports to:** Chair of the Board of Directors/Board of Trustees

♦ **General Responsibilities:** The Vice Chair for Programs is responsible for communicating Board policy and procedures as they apply to institutes,
regional conferences, and other NACA educational programs. The Vice Chair for Programs also serves as liaison to program leadership, develops and maintains high quality standards of operation, supports training and orientation of program committee leaders, and monitors program activities and structure, making appropriate recommendations.

♦ Specific Responsibilities:
- Serves as voting member on the Finance Committee;
- Participates in the calls of the Education Advisory Group as needed;
- Serves as the volunteer supervisor for Regional Conference Program Committee Chairs, Institutes Coordinator, Leadership Fellows Program Coordinator and other educational program chairs for issues regarding program implementation, budget requests, and policy;
- Submits updates and information for publications as needed;
- In conjunction with the Association Treasurer, provides regional conference program committees with a timeline for PAR Form review, and administers the process as necessary;
- Communicates Board actions to program leadership;
- Advises and informs the Board regarding program needs, interests and actions;
- Recommends appointment and removal of program committee members in conjunction with the National Volunteer Development Coordinator to the Board Chair;
- Recommends programs for recognition at the annual Volunteer Reception (i.e. Special Program Awards);
- Undertakes any additional duties assigned by the Board and/or provided for in the Association’s and Foundation’s Bylaws, policies and procedures.

♦ Term of Office: One year as Vice Chair for Programs; can be re-elected to serve a second year as Vice Chair for Programs.

♦ Qualifications: Must have been elected to the Board of Directors, served at least one year and should exhibit qualities suitable for the Vice Chair for Programs. Should have knowledge and understanding of NACA educational programs and activities.

The Vice Chair for Programs must have approval from and support of their institution prior to applying for the position (note: support is defined as financial as well as time out of the office, etc.), and must maintain NACA membership during their term.

f. Executive Director of NACA and NACA Foundation

♦ Reports to: Chair of the Board of Directors/Board of Trustees
♦ **General Responsibilities:** Serves as the chief salaried executive officer of NACA; recommends and participates in the formulation of new policies and makes decisions within existing policies as they have been approved by the Board of Directors/Board of Trustees. Plans, organizes, directs and coordinates the staff, programs and activities of the Association. Maintains effective internal and external relationships. Develops and implements strategies and action steps to achieve economical and productive performance by NACA Office staff and foster the overall growth of the Association. In cooperation with volunteers, develops and implements proactive and future-oriented programming and activities for membership.

♦ **Specific Responsibilities and Authority:** Within the limits of the Bylaws and policies established by the Board of Directors/Board of Trustees, the Executive Director is responsible for, and has commensurate authority to accomplish the duties set forth below. He or she may delegate portions of his/her responsibilities consistent with sound operations and authorized policies and procedures, together with proportionate authority for their fulfillment, but he/she may not delegate nor relinquish any portion of the accountability for results:

- Plans, formulates, and recommends for the approval of the Board of Directors/Trustees basic policies and programs, including financial and budgeting programs, which will further the objectives of the Association;
- Sees that the Chair of the Board of Directors/Board of Trustees and key committee members are kept fully informed on the conditions and operations of the Association, and on all important factors influencing them;
- Serves as the spokesperson for NACA – in concert with the Chair of the Board – and, as such, undertakes as many speeches, appearances, and other opportunities for contact with both public and private sectors as feasible and appropriate;
- Sees to the development of specific policies, procedures and programs to implement the general policies and activities authorized by the Board of Directors/Board of Trustees; and further sees that these policies, procedures and programs are effectively administered and controlled; authorizes all NACA Office policies;
- Sees that sound plans of organization are maintained for the NACA Office and that major additions, eliminations, or alterations in the Association’s plans of operations are properly controlled; oversees the directions and coordination of all approved programs, projects and major activities of the NACA Office staff;
- Provides for optimum utilization of key staff in the NACA Office, and sees that the Association is staffed with competent people; follows NACA’s *Non-Discrimination, Diversity Advancement and Affirmative Action Principles*; sees that staff performance reviews are conducted in a timely fashion, that staff are delegated appropriate authority and are
compensated equitably relative to each other, and that appropriate limitations of the staff’s authority are defined and understood with respect to policy, commitment, expenditures, and actions affecting personnel;

- Subject to overall personnel policy, hires key management personnel and oversees the hiring of support personnel, maintenance of salary administration procedures, training and motivation of staff; has ultimate responsibility and authority for promotions and terminations;

- Provides the necessary liaison and staff support to committees/councils, and provides authority to staff members to enable them to properly perform their liaison functions; sees that committee/council decisions are submitted to the Board of Directors/Board of Trustees for approval;

- Authorizes and executes such contracts and commitments as may be authorized by the Board of Directors/Board of Trustees or established policies;

- Promotes interest and active participation in NACA activities among the membership, and supervises proper communication of activities of the Board and the Association through the communication function of the Association;

- In cooperation with the Finance Committee, Association Treasurer and staff, develops, recommends, and, upon approval, operates within an annual budget; oversees the authorized and proper expenditure of funds, and assures that all funds, physical assets, and other property of the Association are appropriately safeguarded and administered;

- Assists with the strategic planning efforts of the Association in cooperation with the appropriate volunteers;

- Develops and maintains the marketing efforts of the Association for the approval of the Board of Directors/Board of Trustees;

- Serves as Secretary for the Association, maintaining official minutes of Board of Directors/Board of Trustees and other official meetings of the Association; provides security for all files, legal and historic documents;

- Undertakes additional duties as may be delegated by the Board of Directors/Board of Trustees.

♦ Relationships:

- Is directly responsible to the Chair of the Board of Directors/Board of Trustees for the administration of the NACA Office and for proper interpretation and fulfillment of the functions of this position description and the fulfillment of NACA’s program of work and budget as approved by the Board of Directors/Board of Trustees;

- Is an ex-officio non-voting member of the Board of Directors/Board of Trustees;

- Is responsible for the conduct and operation of key staff personnel and supervises operations and activities of the key staff in guiding and coordinating operations and activities of NACA employees;
• Maintains direct staff liaison to specific committees and communicates with the chairs of all major committees/councils, when appropriate, for mutual exchange of information;

• Maintains such relationships with other associations, industry, government, public service organizations, suppliers, and others as desirable or necessary to serve the best interests of NACA, including the development and implementation of non-dues revenue generation in conjunction with appropriate volunteers;

• Attends all meetings of the Board of Directors/Board of Trustees and the Finance Committee, and is responsible for the preparation of annual and interim reports to the Board of Directors/Board of Trustees.

♦ Qualifications:

• A bachelor’s degree from an accredited college or university is required. Experience and training in organizational development, personnel management, marketing, public relations, fundraising, corporate planning, financial development and planning, computer management, meeting planning, association management, strategic planning, volunteer management and administration, and non-profit organizational management is required.

• Skills in written and oral communication, interpersonal relationships, decision making, problem solving, computer applications, human relationships, and leadership are beneficial.

• Working knowledge of campus activities, student affairs, student development, and higher education preferred.

♦ NACA Executive Director Annual Performance Evaluation Procedure: This performance evaluation will serve as a permanent record of the Executive Director’s job performance for the period of time listed, and will remain a permanent record in the Executive Director’s personnel file maintained by the Chair of the Board of Directors.

• Chair distributes evaluation instrument to Board of Directors and Executive Director early in January.

• Response deadline set by Chair (usually early February).

• Chair places the evaluation on the Board of Directors agenda during February Annual Meeting.

• Board of Directors conducts discussion and determines to renew/terminate employment agreement (Executive Director not present at this time).

• Chair and Chair-elect meet with Executive Director to discuss the evaluation in April (usually at transition meeting).

• Executive Director presented set of expectations for Board of Directors discussion and approval during May Board of Directors meeting.

• Evaluation covers April to April each year. Employment Agreement is
renewed on May 1 each year with not less than three calendar months prior notice for termination.

5. **Board of Directors Statement of Confidentiality, Standards of Conduct, and Conflict of Interest Policies**

   NACA Board of Directors members are required to acknowledge of the NACA Board of Directors statement of confidentiality, standards of conduct and conflict of interest policy. Board members will be asked to list any possible conflicts of interest, including membership in or employment by other associations, groups or companies.

   **Statement of Confidentiality**

   Boards are often exposed to confidential information critical to the well being of an association. Information generally considered confidential and/or privileged includes planning documents, businesses/legal negotiations or contracts, fund raising/sponsorship information, personnel files and matters involving competing organizations. It is important that we acknowledge the inherent conflict between transparency and confidentiality. However, when properly adhered to, confidentiality does not have to contradict NACA’s efforts to be transparent and accountable. It is often in our best interests to share information with stakeholders, donors, sponsors, etc. But NACA operates in a competitive and legalistic environment. Sound and cogent confidentiality policies are important to our credibility and reputation.

   Below are points to be cognizant of:

   - Board members are required to act in good faith and on behalf of the Association.
   - As a board member your duty is to NACA or the profession, not your college or firm.
   - Your duty is fiduciary, legal and ethical.
   - We have an expectation of honesty, respect and integrity.
   - You should adhere to Association policies.
   - You should conduct the affairs of the Association in good faith and with due diligence.
   - Except as otherwise expressly authorized by the chair or executive director, or required by law, no member shall share, copy, reproduce, transmit, divulge or otherwise disclose confidential information related to the affairs of the Association, and each member will uphold the confidentiality of all meetings and other deliberations and communications of the Board.
   - No member shall use any information provided during board meetings or other deliberations in any manner other than the furtherance of her or his board duties.

   **Standards of Conduct**

   Board members of the National Association for Campus Activities are required to
act in good faith on behalf of the Association. They must avoid undisclosed and other conflicts of interest in deliberations on behalf of the Association. They must maintain the confidentiality of Association information. Their duty of loyalty when working on behalf of the Association is to the profession/industry and the Association. This duty is both a legal duty, and an ethical one, which has historically been very important to NACA. All staff, Board members and volunteers of the Association should act with honesty, respect, integrity and openness.

Members of the Board shall at all times comply with the following code of conduct in their capacity as Board members:

1. Each member will assure that his or her organization remains a member of the Association.

2. Each member will comply with all laws and policies applicable to the Association and to individual Board members, including laws and policies relating to antitrust compliance, non-discrimination and financial reporting.

3. Each member will conduct the business affairs of the Association in good faith and with honesty, integrity and due diligence.

4. Except as otherwise expressly authorized or required by law, no member shall share, copy, reproduce, transmit, divulge or otherwise disclose any confidential information related to the affairs of the Association, and each member will uphold the strict confidentiality of all meetings and other deliberations and communications of the Board.

5. No member of the Board will use any information provided during Board meetings or other deliberations in any manner other than in furtherance of his or her Board duties.

6. No member will misuse Association property or resources.

7. No member will attempt to persuade any employee of the Association to leave the Association to become employed elsewhere, unless the Association has reached a collective conclusion that this is the appropriate action. Likewise, no member will attempt to persuade any member, exhibitor, contractor or other third party not to do business with the Association.

8. No member of the Board may be involved in the leadership or governance of a competing organization/association (profit or not-for-profit).

**Conflict of Interest**

A conflict of interest may exist when the interests or concerns of any Board
member, or said person’s immediate family, or any party, group or organization to which said person has allegiance, may be seen as competing with the interests or concerns of NACA.

No Board member shall use his or her position, or the knowledge gained there from, in such a manner that a conflict arises between the interests of NACA or any of its affiliates and his or her personal interests.

Each Board member has a duty to place NACA’s interests foremost in any personal dealings with NACA and has a continuing responsibility to comply with the requirements of this policy.

The conduct of personal business between any Board member and NACA is prohibited without written approval by the Board of Directors full disclosure by the Board member. A conflict of interest potentially arises when a Board member is an “interested party” in a particular transaction. An interested party is a Board member who has a “financial interest” in a transaction. A Board member has a financial interest if the individual has, directly or indirectly, through business, investment or family:

1. An ownership or investment interest in any entity with which NACA has a transaction or arrangement or

2. A compensatory arrangement with any entity or individual with which NACA has a transaction or arrangement or

3. A potential ownership or investment interest in, or compensation arrangement with, any entity or individual with which NACA is negotiating a transaction or arrangement.

If a Board member is an interested party in a proposed transaction involving NACA, or holds a position as trustee, director or officer in an organization involved in a transaction or arrangement with NACA, he or she must make prompt full disclosure of his or her interest or relationship. In addition, he or she will recuse himself or herself from any Board discussion, consideration or vote with regard to such transaction or arrangement unless and until the Board of Directors determines that a conflict of interest does not exist.

NACA is a membership organization, and Board members have a compensated professional relationship with colleges, universities and associates that are member institutions. Such member institutions routinely have multiple transactions with NACA relating to event transactions, professional development, surveys and other research activities. The Conflict of Interest Policy is not intended to cover these routine transactions. In like manner, the fact that a Board member’s institution or company pays dues to NACA is not attributable in any way to the individual Board member, and does not make the Board member an
interested party in a NACA transaction with another entity. However, where such an institution or company is to have a predominant or significant role in a substantial transaction or arrangement with NACA, the Board member with a compensated professional relationship with such institution or company should disclose that relationship.

6. Elections Procedures and Qualifications for NACA Board of Directors/Board of Trustees

a. Election Process for the NACA Board of Directors/Board of Trustees

♦ Information on the election process for the Board of Directors, and applications, will be available on the NACA Web site, in the NACA enewsletter and in Campus Activities Programming™ magazine. Questions will be directed to the Immediate Past Chair, who serves as the Chair of the Board Application Review Committee.

♦ Current Board members, particularly those attending regional conferences, should talk with potential candidates about the process and be available to answer questions prospective candidates may have about the Board of Directors/Board of Trustees.

♦ On the application, or attached to the form, should be the following:
  • The job description for a member of the Board of Directors/Board of Trustees;
  • A list of the criteria that will be used for selection of candidates to be placed on the ballot;
  • A request for a resume and any additional information required to certify that candidates meet the minimum qualifications and criteria as listed below;
  • A request for a photograph (to be included in the brochure accompanying the ballot) and biography of the nominee and candidate statement (as it would appear in the brochure accompanying the ballot – not to exceed 150 words), and a letter of support from the nominee’s institution/firm; and,
  • Information encouraging prospective members to contact the Immediate Past Chair or current or past Board members with questions or concerns.

♦ Nominations from members will be accepted. If a candidate is nominated by another member, he/she will be informed of the nomination and will be responsible for completing an application, and supplying the accompanying information, as outlined above.

♦ Applications will be reviewed by the Board Application Review Committee prior to the National Convention. The Board Application Review Committee is not required to interview all candidates. For example, those candidates who do not meet minimum qualifications as listed below will not be granted an
interview. Prior to the National Convention, all applicants will receive notification of their status for an interview appointment at the National Convention.

♦ All candidates are expected, but not required, to attend the National Convention.

♦ All candidates will be invited to attend a Board candidate orientation conducted by the Immediate Past Chair and the Chair-elect.

♦ Following the Convention, all candidates will be notified by the Chair of the Board Application Review Committee as to the status of their candidacy.

b. Candidate Minimum Qualifications and Criteria

The following qualifications shall be sought and criteria shall be used by the Board Application Review Committee in their selection of candidates for the Board of Directors/Board of Trustees:

♦ Members of the Board of Directors should have proven abilities of volunteer program management, co-curricular awareness and experience, and sound judgment, as well as understanding and appreciation of NACA activities. Members should be articulate, provide evidence of leadership skills and capabilities, and demonstrate personal skills such as integrity, enthusiasm, communication skills, critical thinking, decision-making and follow-through.

♦ Members of the Board must have approval from and support of their institution or firm, demonstrated by a letter from his/her supervisor/advisor, prior to applying for the position (note: support is defined as financial as well as time out of the office, etc.). Members must also be sensitive to issues of diversity.

♦ Consistent with the Association Bylaws, no person will be eligible for election or appointment to the Board of Directors if that person’s institution/firm already has a Board member at the time the election or appointment is effective.

♦ Additional minimum qualifications include:
  
  **Staff:**
  
  • a minimum of five years of professional work experience, preferably at the management level;
  
  • a knowledge of the Association, its structure and the campus activities profession;
  
  • full-time employment by a NACA member institution;
  
  • involvement with NACA, preferably through service on a conference or convention program committee, standing committee, or other regional/national leadership position.
  
  • attendance at three or more NACA events (regional conferences, National Convention, or institutes);
In determining which candidates should be forwarded to the ballot, the Board Application Review Committee will consider a variety of elements including, but not limited to, the following:

- The ability of the candidate, during their interview, to demonstrate a clear understanding of the role of NACA as well as the role of campus activities within education, and to clearly articulate their perceptions of the effectiveness of each;
- The candidate’s quality, length and timing of prior service to the Association;
- The candidate’s personal skills and strengths including integrity, enthusiasm, commitment, communications skills, critical thinking, and decision-making;
- The candidate’s knowledge and understanding of NACA, its structure, goals, purpose, current issues, and future direction, which must be clearly demonstrated during the candidate interview;
- Evidence of the candidate’s leadership skills and capabilities;
- Evidence of the candidate’s positive interpersonal skills.

In addition, the Board Application Review Committee is charged with developing as diverse a ballot as possible.

Decisions regarding candidates for the ballot are made at the sole discretion of the Board Application Review Committee.

c. Board of Directors Election Procedures – Staff

- Insofar as there are qualified candidates, the ballot shall contain names of more than one candidate for each vacancy.
- A brochure describing each candidate and, whenever possible, featuring a photo of each candidate, shall be sent to the voting membership along with a ballot.
- Balloting for the Board of Directors shall be conducted by mail or through electronic means upon completion of the ballot by the Board Application Review Committee, as soon as possible following the National Convention. Board approval of the ballot shall not be required for action. Each school member of NACA shall be entitled to cast one vote for each vacancy.
- Those candidates receiving the greatest number of votes cast shall be elected even if they do not constitute a majority of votes.
- Complete ballots must be received in the NACA Office by the date indicated on the ballot. Key contacts for school sectional and standard affiliate members, as well as professional members, all of whom are non-voting, will receive “for information only” brochures and ballots.
- There can be no written form of campaigning by a candidate for the NACA Board of Directors/Board of Trustees.
- There will be no official campaigning to endorse the candidate for the Board
of Directors/Board of Trustees by the NACA leadership.

♦ All ballots are tabulated by the NACA Office, and the membership is notified by the Chair of the Board.

♦ Each nominee will be notified both in writing and by phone within two days of ballot tabulation of the results of the election. The entire slate of new Board members will not be made public until each nominee has been contacted (within 10 working days of notification by mail).

♦ If two or more candidates for election receive the same number of votes resulting in no clear winner, a run-off election will be held among those candidates tied. The run-off election will commence within two weeks of the conclusion of the prior election and conclude in time to permit the successful candidates(s) to assume office on May.

♦ Each candidate elected to the Board of Directors must relinquish any other volunteer position they hold within NACA.

d. **Board of Directors Election Procedures – Fewer applicants than positions**

♦ Should there be fewer applicants for any vacant general Board positions at the initial January application deadline, a second deadline will be advertised and promotion for those positions electronically sent. The secondary deadline will be no later than February 1.

♦ The Board Application Review Committee will reconvene via conference call after this deadline to discuss the candidacy status of any additional applications that were received.

♦ Should no additional applications be received for advertised positions, the Chair-elect of the Board should add an agenda item to the February Board Meeting to brainstorm potential candidates for these positions. Personal contact should be made by the Immediate Past Chair inviting these potential candidates to apply. Any candidates identified through this process should apply by March 15.

♦ The Immediate Past Chair and the Chair-elect will review the applications received to clarify that minimum qualifications to serve on the Board are met. For all candidates that meet these qualifications, the Chair-elect would conduct interviews via phone with each person. All interviews should be complete with the intent of appointments to the vacant positions being made by April 1. The appointment to these positions will be made by the Chair-elect.

♦ Any candidate that is appointed to the Board through this process is appointed for only one year and would need to apply through the Board Application process to be on the Board again, should this be their intent. No candidate appointed to the Board through this process is eligible to run for an officer position until elected by the general membership through a regular election, or appointed an appointment process.

e. **Mid-Term Vacancies**
Vacancies occurring mid-term on the Board shall be filled by majority vote of the Board members then in office. Appointments to fill vacancies will be for the remainder of the term for the position being filled.

f. Board Officer Election Procedures
At the annual February Board meeting, NACA Board members elect the officers of the Board of Directors. Board members may be self-nominated or nominated by a colleague from the Board of Directors for any offices for which they qualify. Although candidates for Board offices may be nominated at any time, even at the Board meeting, candidates are encouraged to state their intent by completing a nomination form, platform statement, and any other pertinent information about their candidacy by the date determined by the Immediate Past Chair in order for this information to be shared with all Board members prior to the actual election process. An individual may be nominated for more than one office provided that individual qualifies for the position.

The election process is by secret ballot. Each Board member receives a ballot for each office and places their candidate’s name for that office on the ballot. The order of officer elections is as follows:
- Confirmation is given to the Immediate Past Chair position.
- Confirmation is given to the Chair position for the Board of Directors.
- Nominations and seconds for the Chair-elect position are received. The interviewing of each candidate takes place immediately following the nominating process. The election of the Chair-elect takes place immediately following the interviews.
- Nominations and seconds for Vice Chair for Programs are entertained. The same process is held as for the Chair-elect.
- Nominations and seconds for Association Treasurer are entertained. The same process is held as for the Chair-elect.

7. Electronic Vote Procedures for Non-Election Motions
a. Motion
- Each Motion and Request for Electronic Vote shall be set in motion to address one issue only.
- For a motion to pass, it shall have a second motion received within 24 hours and receive the necessary number of votes defined in the Governing Documents.

b. Time
- “Day” is designated as 9am until 9pm.
- Time shall be based on the Eastern Time Zone.

c. Absentee and Abstention
- An Abstention will be recorded for absences.

d. Discussion Period
- Three business days shall be allocated for discussion prior to vote. However, the number of business days allocated for discussion may be changed at the discretion of the Chair.
Discussion will be facilitated through Facebook Discussions or via other technology resources for conducting on-line vote discussions.

e. Voting Period

- The Voting Period shall last one day. However, the voting period may be changed at the discretion of the Chair.

f. Designee

- Executive Assistant to the Executive Director or other appointed administrative support personnel.

g. Technology

- Electronic vote takes place via MS Outlook email (Tracking/Voting Buttons) using the process outlined in these procedures. For Board members using programs other than MS Outlook, an email statement showing selection of “Reject”, “Yes”, “No” or “Other” and the email date/time received shall serve to be official vote documentation.

h. Order of Business:

- The Board Member shall submit a Motion and Request for Electronic Vote by sending an email to the Chair.
- The Chair shall forward the motion to the Board to obtain a second.
- The Chair shall email the original motion and request, second motion email/response, the designated Discussion Period and Voting Period to the Executive Director.
- The Executive Director shall forward the email thread from the Chair to the designee.
- The designee will select MS Outlook options, “Approve”, “Reject”, “Yes”, “No” or “Other” vote options, Delivery and Read Receipt, and attach NACA Governing Documents “Electronic Vote Procedures” and “Discussion Period Procedures”.
- The designee shall email the Motion and Request for Electronic Vote to Board Members. A Delivery and Read Receipt email notification from each Board Member is received by the designee and retained for verification purposes.
- Recipients will receive the Motion and Request for Electronic Vote and select their response. The response is returned to the designee and is automatically tabulated in Outlook.
- Recipients will sign a copy of the emailed vote, scan, and return by email or fax to the designee by the end of the Voting Period.
- At the end of the Voting Period, the final tabulation summary showing the vote of each member is emailed to the Chair and Executive Director.
- The Chair shall announce the results of the vote via email by the end of the business day following the Voting Period.
- The original Motion and Electronic Vote results shall be read into the minutes, approved, and recorded at the next scheduled Board of Directors meeting.
- The original Motion and Request for Electronic Vote from the Board Member and approval from the Chair, the email and procedure
document sent to the Board, the final summary of tabulations, and the Chair announcement email shall be retained in the NACA Board documentation.

8. **Standing Committees**

All Standing Committees are required to follow NACA’s *Non-Discrimination, Diversity Advancement and Affirmative Actions Principles* to recommend others to fill available positions in the NACA leadership and takes the necessary steps to achieve a diverse Association both through the recruitment of volunteers and suggesting to the Board of Directors new or modified programs and services for the Association’s members.

a. **Finance Committee**

The Finance Committee is chaired by the Association Treasurer, and the members shall be the Chair of the Board, the Chair-elect, the Vice Chair for Programs, one Board staff member at-large and the Executive Director.

♦ **Reports to:** Chair of the Board of Directors/Board of Trustees

♦ **General Responsibilities:** The Finance Committee will endeavor to provide opportunities for leadership to participate in the budget process whenever feasible. The overall goal is to have a fair budget process and a sense of satisfaction with budget allocations, a reduction in the overall time requirement for the budget process, and a clearer, more realistic understanding of the Association’s finances.

♦ **Specific Responsibilities:**
  - Develop and recommend the Association and Foundation annual budgets, and continually review and recommend appropriate financial policies;
  - Recommend unbudgeted or emergency expenditures as required, subject to Board approval. Forecast financial needs and concerns in a two-year cycle and recommend appropriate actions to the Board;
  - Monitor reserves through review of financial reports and all investment, reserve and financial policies;
  - Recommend and review capital expenditures and other revenue enhancement activities.

♦ **Term of Office:** One year concurrent with the fiscal year; may be reappointed to consecutive years.

b. **National Convention Program Committee**

**Timeline for Selecting the Committee**

The Chair-elect of the Board selects the Chair for the National Convention Program Committee for the National Convention held during his/her term as Chair of the Board no later than the August of the year he/she is Chair-
The application should be online for the same time period. If no suitable applicants are found this process, the Chair-elect may appoint someone outside of this application process.

The Chair-elect of the National Convention Program Committee will recommend the remaining members of the National Convention Program Committee to the Chair-elect of the Board of Directors no later than the following October, with the intent that the National Convention Program Committee-elect will meet during the current National Convention to begin their planning for the subsequent year.

**Composition**

The NACA National Convention Program Committee is chaired by a school staff member selected by the Chair-elect of the Board. Other members of the National Convention Program Committee are recommended by the Chair-elect of the National Convention Program Committee to the Chair-elect of the Board for appointment. These positions include:

- Volunteer Development Coordinator
- Educational Programs Coordinator
- Business Networks Coordinator

The Chair of the Board of Directors serves as an ex officio member of the Committee.

The Committee responsibilities shall be as follows:

- **National Convention Program Committee Chair**: in keeping with the goals outlined in the Association’s Strategic Plan, oversees the educational program process, special programs and Convention services. In conjunction with the Chair of the Board, selects featured speakers. With the Volunteer Development Coordinator, recommends the appointment of the National Convention Program volunteers.

- **Volunteer Development Coordinator**: With the National Convention Program Committee Chair, coordinates the selection process for the National Convention Program Committee. Manages the recruitment, selection, training, and retention efforts for National Convention volunteers. Supervises the preparation, scheduling, distribution, and recognition of on-site volunteers.

- **Educational Programs Coordinator**: Coordinates the solicitation and selection of educational sessions and professional development sessions. Recommends volunteers to assist in specific areas. Supervises the Graduate Intern Program Coordinator, Advisor Networks Coordinator, Diversity Programs Coordinator, Educational Program Reviewer Committee and Onsite Review Coordinator.

- **Business Networks Coordinator**: Oversees the relationships between the Convention Program Committee and Associate Members,
and provides creative vision for all aspects of the Convention that include Associates. Supervises the Showcase Selection Coordinator, Lecture Showcase Selection Coordinator and Marketplace Staff Coordinator.

**General Responsibilities:**
All committee members must be able to attend meetings during National Convention preceding the Convention on which they are working;

♦ **Chair, National Convention Program Committee**

**Supervision received:** Chair of the Board  
**Supervision exercised:** Volunteer Development Coordinator, Educational Programs Coordinator, Business Networks Coordinator

**General Responsibilities:** Coordinates and supervises the National Convention Program Committee in direct consultation with the Chair of the Board of Directors and NACA Office.

**Specific Responsibilities:**
- In conjunction with the Chair-elect, recommends a diverse and representative National Convention Program Committee for appointment by the Chair of the Board of Directors.
- Directly supervises for the Volunteer Development Coordinator, Educational Programs Coordinator, Business Networks Coordinator.
- Maintains regular communication between NACA Office staff, Chair of the Board of Directors, and committee volunteers.
- In conjunction with the Chair of the Board and the NACA Office, selects featured speakers.
- Submits reports to the Board of Directors and publications as needed.
- Works with the NACA Office to update and revise the National Convention programs planning notebook and sends to new Chair of the National Convention Program Committee within one month following the current National Convention.
- In conjunction with the Chair of the Board of Directors, presides at National Convention activities and functions, sending letters of appreciation as needed, and undertakes other tasks as appropriate to National Convention program management.
- Assures that NACA goals, initiatives and relevant Strategic Plan objectives are integrated with Convention initiatives and position responsibilities.
- Maintains a thorough knowledge and understanding of, and ensures adherence to NACA policies and procedures, as well as other applicable laws and regulations.
- Follows NACA’s *Non-Discrimination, Diversity Advancement and Affirmative Actions Principles* to recommend others to fill available positions in the NACA leadership and takes the necessary steps to
achieve a diverse Association both through the recruitment of volunteers and suggesting to the Board of Directors new or modified programs and services for the Association’s members.

**Term of Office/Commitment:**
- 14 months beginning January 1 the year prior to the Convention to February 28 after the Convention (i.e. Jan 2014 to Feb 2015)

**Qualifications:**
- Must be a full-time staff member at a member institution (note: if the volunteer changes jobs during the position’s term, the new school must also be an NACA member and provide a statement of support. The NACA Office, Chair of the Board, National Volunteer Development Coordinator must be informed of this change and the letter of support must be received at the NACA Office within 30 days of hiring.)
- Must have served as a previous member of the National Convention Program Committee or a regional conference program committee;
- Must have approval from and support of their institution prior to applying for the position (note: support is defined as financial as well as time out of the office, etc.)

♦ **Educational Programs Coordinator**

**Supervision received:** Chair, National Convention Program Committee

**Supervision exercised:**
- Graduate Intern Program Coordinator
- Advisor Networks Coordinator
- Diversity Programs Coordinator
- Educational Program Review Committee
- Onsite Review Coordinator
- One Graduate Intern

**General Responsibilities:** Coordinates and supervises the educational programs, professional development and student development at the national Convention.

**Specific Responsibilities:**
- Participates in regular telephone conference calls with the NCPC Chair and Convention Services Coordinator to update on progress.
- Supervises Graduate Intern Program Coordinator, Advisor Networks Coordinator, Diversity Programs Coordinator, Educational Program Review Committee and Onsite Review Program Coordinator to ensure programmatic goals are being met.
- Selects one reviewer from each region in order to foster local and direct contact with potential presenters.
• Recruits potential presenters to submit educational program proposals through personal emails and phone calls.
• Utilizes Educational Programs Reviewers to encourage potential presenters from each region.
• Follows the online selection process for educational program review as explained by the Director of Education and Research.
• Manages educational program review by educational programs reviewers.
• Submits list of selected programs to NACA office for scheduling.
• Arranges for featured speakers to be hosted by members of the committee.
• Maintains a thorough knowledge and understanding of, and ensures adherence to NACA policies and procedures, as well as other applicable laws and regulations.
• Assures that NACA goals, initiatives and relevant Strategic Plan objectives are integrated with Convention initiatives and position responsibilities.
• Follows NACA’s Non-Discrimination, Diversity Advancement and Affirmative Actions Principles to recommend others to fill available positions in the NACA leadership and takes the necessary steps to achieve a diverse Association both through the recruitment of volunteers and suggesting to the Board of Directors new or modified programs and services for the Association’s members.

Term of Office/Commitment:
• Thirteen months beginning Feb. 1 the year prior to the Convention to February 28 after the Convention (i.e. Feb 2014 to Feb 2015)

Qualifications:
• Must be a full-time staff member at a member institution (note: if the volunteer changes jobs during the position’s term, the new school must also be an NACA member and provide a statement of support. The NACA Office, Chair of the Board, National Volunteer Development Coordinator must be informed of this change and the letter of support must be received at the NACA Office within 30 days of hiring.)
• Must have served as a previous member of the National Convention Program Committee or a regional conference program committee;
• Must have approval from and support of their institution prior to applying for the position (note: support is defined as financial as well as time out of the office, etc.)

♦ Educational Program Review Committee

Supervision received: Educational Programs Coordinator

General Responsibilities:
- Reviews submitted educational sessions and serve as a part of the committee to select the educational sessions.
- Maintains regular contact with presenters leading up to the Convention to serve as a resource in preparing their sessions.

Specific Responsibilities:
- Utilize Educational Programs Review Committee to encourage potential presenters from each region.
- In conjunction with Educational Programs Coordinator and NACA Office staff, develop selection process for educational program review.
- Complete educational program review
- Participate in monthly conference calls with the Educational Programs Coordinator
- Maintains a thorough knowledge and understanding of, and ensures adherence to NACA policies and procedures, as well as other applicable laws and regulations.
- Assures that NACA goals, initiatives and relevant Strategic Plan objectives are integrated with Convention initiatives and position responsibilities.
- Follows NACA’s Non-Discrimination, Diversity Advancement and Affirmative Actions Principles to recommend others to fill available positions in the NACA leadership and takes the necessary steps to achieve a diverse Association both through the recruitment of volunteers and suggesting to the Board of Directors new or modified programs and services for the Association’s members.

Term of Office/Commitment:
- Two months beginning Aug. 1 prior to the Convention to Sept. 30 prior to the Convention (i.e. Aug. 2014 to Feb. 2015)

Qualifications:
- Must be a full-time staff member at a member institution (note: if the volunteer changes jobs during the position’s term, the new school must also be an NACA member and provide a statement of support. The NACA Office, Chair of the Board, National Volunteer Development Coordinator must be informed of this change and the letter of support must be received at the NACA Office within 30 days of hiring.)
- Must have approval from and support of their institution prior to applying for the position (note: support is defined as financial as well as time out of the office, etc.)

♦ Diversity Programs Coordinator

Supervision received: Educational Programs Coordinator
Supervision exercised: Diversity Activities Group and one Graduate Intern
General Responsibilities: Coordinates diversity activities for the National Convention

Specific Responsibilities:
- Develops and plans diversity activities for the National Convention with input from the National Convention Program Committee.
- Plans an appropriate recognition within the National Convention that February is Black History Month.
- Maintains a thorough knowledge and understanding of, and ensures adherence to NACA policies and procedures, as well as other applicable laws and regulations.
- Assures that NACA goals, initiatives and relevant Strategic Plan objectives are integrated with Convention initiatives and position responsibilities.
- Follows NACA’s Non-Discrimination, Diversity Advancement and Affirmative Actions Principles to recommend others to fill available positions in the NACA leadership and takes the necessary steps to achieve a diverse Association both through the recruitment of volunteers and suggesting to the Board of Directors new or modified programs and services for the Association’s members.

Term of Office/Commitment:
- One year beginning Feb. 1 the year prior to the Convention to February 28 after the Convention (i.e. Feb 2014 to Feb 2015)

Qualifications:
- Must be a full-time staff member at a member institution (note: if the volunteer changes jobs during the position’s term, the new school must also be an NACA member and provide a statement of support. The NACA Office, Chair of the Board, National Volunteer Development Coordinator must be informed of this change and the letter of support must be received at the NACA Office within 30 days of hiring.)
- Must have served as a previous member of the National Convention Program Committee or a regional conference program committee.
- Must have approval from and support of their institution prior to applying for the position (note: support is defined as financial as well as time out of the office, etc.)

♦ Graduate Intern Program Coordinator
- Supervision received: Educational Programs Coordinator
- Supervision exercised: Graduate Interns and Mentors

General Responsibilities: Oversees the recruitment, selection, and programming for the graduate intern program.

Specific Responsibilities:
• Follows the selection process as previously approved by the NACA Board of Directors.
• Follows timeline established for program recruitment, selection and preparation.
• Based on previous year’s schedule, develop schedule for intern meetings.
• Select interns, select mentors, and develop intern/mentor matches.
• Maintains a thorough knowledge and understanding of, and ensures adherence to NACA policies and procedures, as well as other applicable laws and regulations.
• Assures that NACA goals, initiatives and relevant Strategic Plan objectives are integrated with Convention initiatives and position responsibilities.
• Follows NACA’s Non-Discrimination, Diversity Advancement and Affirmative Actions Principles to recommend others to fill available positions in the NACA leadership and takes the necessary steps to achieve a diverse Association both through the recruitment of volunteers and suggesting to the Board of Directors new or modified programs and services for the Association’s members.

**Term of Office/Commitment:**
• One year beginning Feb. 1 the year prior to the Convention to February 28 after the Convention (i.e. Feb 2014 to Feb 2015)

**Qualifications:**
• Must be a full-time staff member at a member institution (note: if the volunteer changes jobs during the position’s term, the new school must also be an NACA member and provide a statement of support. The NACA Office, Chair of the Board, National Volunteer Development Coordinator must be informed of this change and the letter of support must be received at the NACA Office within 30 days of hiring.)
• Must have served as a previous member of the National Convention Committee or a regional conference planning committee;
• Must have approval from and support of their institution prior to applying for the position (note: support is defined as financial as well as time out of the office, etc.)

◆ **Advisor Networks Coordinator**  
**Supervision Received:** Educational Programs Coordinator

**General Responsibilities:** Oversees initiatives related to the advisor/professional Convention experience in all areas.

**Specific Responsibilities:**
• Plans, schedules, and implements educational programming for Advisors, including in the Advisor Lounge.
• Provides formal and informal networking opportunities for Advisors throughout the Convention at sessions, breakfasts and networking meetings.
• Provides communication to advisors about available opportunities, with specific focus on Professional Offerings.
• Maintain a thorough knowledge and understanding of, and ensures adherence to NACA policies and procedures, as well as other applicable laws and regulations.
• Assure that NACA goals, initiatives and relevant Strategic Plan objectives are integrated with Convention initiatives and position responsibilities.
• Follow NACA’s Non-Discrimination, Diversity Advancement and Affirmative Action Principles to recommend others to fill available positions in the NACA leadership and takes the necessary steps to achieve a diverse Association both through the recruitment of volunteers and suggesting to the Board of Directors new or modified programs and services for the Association’s members.

**Term of Office/Commitment:**
• One year beginning Feb. 1 the year prior to the Convention to February 28 after the Convention (i.e. Feb 2014 to Feb 2015)

**Qualifications:**
• Must be a full-time staff member at a member institution. (note: if the volunteer changes jobs during the position’s term, the new school must also be an NACA member and provide a statement of support. The NACA Office, Chair of the Board, National Volunteer Development Coordinator must be informed of this change and the letter of support must be received at the NACA Office within 30 days of hiring.)
• Must have approval from and support of their institution prior to applying for the position (note: support is defined as financial as well as time out of the office, etc.)

♦ **On-Site Review Coordinator**

**Supervision received:** Educational Programs Coordinator  
**Supervision exercised:** On-Site Review Committee

**General Responsibilities:** Coordinate the onsite review program to provide feedback to young professionals regarding their presentation skills in an effort to cultivate outstanding presenters.

**Specific Responsibilities:**
• Recruits professionals who have a minimum of four years of experience in the student affairs field (post master's), an understanding of NACA and its
mission, the ability to give constructive, direct and professional feedback, a strong desire to support professional development and significant experience presenting - either at conferences or through professional responsibilities.

- Gathers session feedback forms that provide details on strengths, areas for improvement and ideas for further development of skills.
- Disseminates this feedback to presenters.
- Maintains a thorough knowledge and understanding of, and ensures adherence to NACA policies and procedures, as well as other applicable laws and regulations.
- Assures that NACA goals, initiatives and relevant Strategic Plan objectives are integrated with Convention initiatives and position responsibilities.
- Follows NACA’s Non-Discrimination, Diversity Advancement and Affirmative Actions Principles to recommend others to fill available positions in the NACA leadership and takes the necessary steps to achieve a diverse Association both through the recruitment of volunteers and suggesting to the Board of Directors new or modified programs and services for the Association’s members.

**Term of Office/Commitment:**
- Six months beginning Oct. 1 prior to the Convention to March 31 after the Convention (i.e. Oct. 2014 to March 2015)

**Qualifications:**
- Must be a full-time staff member at a member institution (note: if the volunteer changes jobs during the position’s term, the new school must also be an NACA member and provide a statement of support. The NACA Office, Chair of the Board, National Volunteer Development Coordinator must be informed of this change and the letter of support must be received at the NACA Office within 30 days of hiring.)
- Must have served as a previous member of the National Convention Program Committee or a regional conference program committee;
- Must have approval from and support of their institution prior to applying for the position (note: support is defined as financial as well as time out of the office, etc.)

♦ **Volunteer Center Coordinator**

**Supervision received:** Chair, National Convention Program Committee  
**Supervision exercised:** Volunteer Center Staff and Graduate Intern  

**General Responsibilities:** Supervises the preparation, scheduling, distribution and recognition of on-site Convention Volunteers.

**Specific Responsibilities:**
• Coordinates the selection process for the National Convention Program Committee.
• Forwards all recommended appointments and volunteer status changes to the NACA Office, Chair of the Board, and National Volunteer Development Coordinator.
• Develops continuing volunteer training programs in cooperation with the NACA Office and National Volunteer Development Coordinator.
• Arranges for purchase of an on-site volunteer gift from the National Convention Program Committee discretionary fund, as approved by the National Convention Program Committee Chair.
• Corresponds with committee members interested in utilizing volunteer center for sign ups, distribution of materials, or other items.
• Actively recruits volunteers and assists in assigning onsite volunteers their duties at the Convention.
• Maintain a thorough knowledge and understanding of, and ensures adherence to NACA policies and procedures, as well as other applicable laws and regulations.
• Assure that NACA goals, initiatives and relevant Strategic Plan objectives are integrated with Convention initiatives and position responsibilities.
• Follow NACA’s Non-Discrimination, Diversity Advancement and Affirmative Action Principles to recommend others to fill available positions in the NACA leadership and takes the necessary steps to achieve a diverse Association both through the recruitment of volunteers and suggesting to the Board of Directors new or modified programs and services for the Association’s members.

Term of Office/Commitment:
• One year beginning Feb. 1 the year prior to the Convention to February 28 after the Convention (i.e. Feb 2014 to Feb 2015)

Qualifications:
• Must be a full-time staff member at a member institution (note: if the volunteer changes jobs during the position’s term, the new school must also be an NACA member and provide a statement of support. The NACA Office, Chair of the Board, National Volunteer Development Coordinator must be informed of this change and the letter of support must be received at the NACA Office within 30 days of hiring.)
• Must have served as a previous member of the National Convention Program Committee or a regional conference program committee;
• Must have approval from and support of their institution prior to applying for the position (note: support is defined as financial as well as time out of the office, etc.)

♦ **Business Networks Coordinator**

**Supervision Received:** National Convention Chair

**Supervision Exercised:**
- Showcase Selection Coordinator
- Lecture Showcase Selection Coordinator
- Marketplace Staff Coordinator

**General Responsibilities:** Oversees the relationships between the Convention Committee and Associate Members, and provides creative vision for all aspects of the Convention that include Associates.

**Specific Responsibilities:**
- Oversee the overall Associate Member experience, and any special programs implemented around CAMP and Showcases (including Convention Kick Off).
- Promote productive relationships with Associate Members by overseeing initiatives related to formal and informal associate education.
- Serve as a liaison between the committee and the Showcase Production Coordinator, to help implement initiatives in the showcase hall.
- Participate in regular conference calls with the National Convention Chair.
- Maintain a thorough knowledge and understanding of, and ensures adherence to NACA policies and procedures, as well as other applicable laws and regulations.
- Assure that NACA goals, initiatives and relevant Strategic Plan objectives are integrated with Convention initiatives and position responsibilities.
- Follow NACA’s Non-Discrimination, Diversity Advancement and Affirmative Action Principles to recommend others to fill available positions in the NACA leadership and takes the necessary steps to achieve a diverse Association both through the recruitment of volunteers and suggesting to the Board of Directors new or modified programs and services for the Association’s members.

**Term of Office/Commitment:**
- One year, beginning Feb. 1 the year prior to the Convention to February 28 after the Convention (i.e. Feb 2014 to Feb 2015)

**Qualifications:**
Must be a full-time staff member at a member institution. (note: if the volunteer changes jobs during the position’s term, the new school must also be an NACA member and provide a statement of support. The NACA Office, Chair of the Board, National Volunteer Development Coordinator must be informed of this change and the letter of support must be received at the NACA Office within 30 days of hiring.)

Must have served as a previous member of the National Convention Program Committee or a regional conference program committee;

Must have approval from and support of their institution prior to applying for the position (note: support is defined as financial as well as time out of the office, etc.)

♦ **Marketplace Staff Coordinator**

**Supervision received:** Business Networks Coordinator

**Supervision exercised:**
- Assistant Marketplace Staff Coordinator
- Marketplace Staff
- Two Graduate Interns

**General Responsibilities:** In conjunction with NACA Office staff, the Marketplace Staff Coordinator oversees the work of the volunteer team that is utilized to assure compliance with NACA Marketplace policies.

**Specific Responsibilities:**
- Selects and supervises NACA volunteers to assist with staffing CAMP, including one professional staff member to serve as Assistant Marketplace Staff Coordinator
- Facilitates the On-Site Selected Mainstage Showcase process.
- In conjunction with NACA Office Staff, enforces policies of the association governing the CAMP.
- Provides NACA Office staff contact with a written report of policy violations at the close of the final Marketplace on the report template provided by the Office.
- Maintains a thorough knowledge and understanding of, and ensures adherence to NACA policies and procedures, as well as other applicable laws and regulations.
- Assures that NACA goals, initiatives and relevant Strategic Plan objectives are integrated with Convention initiatives and position responsibilities.
- Follows NACA’s *Non-Discrimination, Diversity Advancement and Affirmative Actions Principles* to recommend others to fill available positions in the NACA leadership and takes the necessary steps to achieve a diverse Association both through the recruitment of volunteers and suggesting to the Board of Directors new or modified programs and services for the Association’s members.
Term of Office/Commitment:

- One year beginning Feb. 1 the year prior to the Convention to February 28 after the Convention (i.e. Feb 2014 to Feb 2015)

Qualifications:

- Must be a full-time staff member at a member institution (note: if the volunteer changes jobs during the position’s term, the new school must also be an NACA member and provide a statement of support. The NACA Office, Chair of the Board, National Volunteer Development Coordinator must be informed of this change and the letter of support must be received at the NACA Office within 30 days of hiring.)
- Must have served as a previous member of the National Convention Program Committee or a regional conference program committee;
- Must have approval from and support of their institution prior to applying for the position (note: support is defined as financial as well as time out of the office, etc.)

♦ Showcase Selection Coordinator

Supervision received: Business Networks Coordinator
Supervision exercised: Showcase Selection Committee

General Responsibilities: Facilitates all aspects of the National Convention Showcase Selection meeting process.

Specific Responsibilities:

- Recommends appointments to the Showcase Selection Committee to the Volunteer Development Coordinator, Business Networks Coordinator and Chair of the National Convention Program Committee.
- Supervises the showcase selection process as per printed policy.
- Votes only in case of a tie. Upon request, notify the appropriate associate member firms representing acts/artists not selected to showcase of the review round in which their act/artist was eliminated.
- Maintains a thorough knowledge and understanding of, and ensures adherence to NACA policies and procedures, as well as other applicable laws and regulations.
- Assures that NACA goals, initiatives and relevant Strategic Plan objectives are integrated with Convention initiatives and position responsibilities.
- Follows NACA’s Non-Discrimination, Diversity Advancement and Affirmative Actions Principles to recommend others to fill available positions in the NACA leadership and takes the necessary steps to achieve a diverse Association both through the recruitment of volunteers and suggesting to the Board of Directors new or modified programs and services for the Association’s members.

Term of Office/Commitment:
• One year beginning Feb. 1 the year prior to the Convention to February 28 after the Convention (i.e. Feb 2014 to Feb 2015)

Qualifications:
- Must be a full-time staff member at a member institution (note: if the volunteer changes jobs during the position’s term, the new school must also be an NACA member and provide a statement of support. The NACA Office, Chair of the Board, National Volunteer Development Coordinator must be informed of this change and the letter of support must be received at the NACA Office within 30 days of hiring.)
- Must have approval from and support of their institution prior to applying for the position (note: support is defined as financial as well as time out of the office, etc.);
- Must have served on a least one national or regional showcase selection committee prior to assuming the position of Chair;
- Must not be a current or former employee or intern of an NACA associate member firm or agency, or plan to be employed by or be an intern for an NACA associate member firm or agency within the next fiscal year.

♦ Showcase Selection Committee
Supervision received: Showcase Selection Coordinator

General Responsibilities: Selects the National Convention showcase acts (excluding Lecture) according to criteria and procedures as approved by the NACA Board of Directors.

Specific Responsibilities:
- Follows NACA’s Non-Discrimination, Diversity Advancement and Affirmative Actions Principles to recommend others to fill available positions in the NACA leadership and takes the necessary steps to achieve a diverse Association both through the recruitment of volunteers and suggesting to the Board of Directors new or modified programs and services for the Association’s members.
- Assures that NACA goals, initiatives and relevant Strategic Plan objectives are integrated with Convention initiatives and position responsibilities.
- Maintains a thorough knowledge and understanding of, and ensures adherence to NACA policies and procedures, as well as other applicable laws and regulations.

Term of Office/Commitment: One week, appointed in September prior to October selection meeting and ending immediately after.

Qualifications:
- Must be a full-time staff member, graduate or undergraduate student at a member institution (note: if the volunteer changes jobs during the position’s term, the new school must also be an NACA member and provide a
statement of support. The NACA Office, Chair of the Board, National Volunteer Development Coordinator must be informed of this change and the letter of support must be received at the NACA Office within 30 days of hiring.)

- Must have approval from and support of their institution prior to applying for the position (note: support is defined as financial as well as time out of the office, etc.)
- Must not be a current or former employee or intern of an NACA associate member firm or agency, or plan to be employed by or be an intern for an NACA associate member firm or agency within the next fiscal year.

Composition
- The committee make-up shall include at least five students and four staff.
- Committee members will be chosen with sensitivity to the need for broad representation of the Association (i.e., large school; small school; diversity which is defined as ethnic identification/race, gender, gender identity, disability, sexual orientation, age and religion; regional; etc.) and previous experience on a showcase selection committee.

♦ Lecture Showcase Selection Coordinator

Supervision received: Business Networks Coordinator
Supervision exercised: Showcase Selection Committee

General Responsibilities: Facilitates all aspects of the National Convention lecture and training showcases selection meeting process.

Specific Responsibilities:
- Recommends appointments to the Lecture Showcase Selection Committee to the Volunteer Development Coordinator, Business Networks Coordinator and Chair of the National Convention Program Committee.
- Supervises the showcase selection process as per printed policy.
- Votes only in case of a tie.
- Upon request, notify the appropriate associate member firm representing acts/artists not selected to showcase of the review round in which their act/artist was eliminated.
- Follows NACA’s Non-Discrimination, Diversity Advancement and Affirmative Actions Principles to recommend others to fill available positions in the NACA leadership and takes the necessary steps to achieve a diverse Association both through the recruitment of volunteers and suggesting to the Board of Directors new or modified programs and services for the Association’s members.
- Assures that NACA goals, initiatives and relevant Strategic Plan objectives are integrated with Convention initiatives and position responsibilities.
- Maintains a thorough knowledge and understanding of, and ensures adherence to NACA policies and procedures, as well as other applicable laws and regulations.
Term of Office/Commitment:
- One year beginning Feb. 1 one year prior to the Convention to February 28 after the Convention (i.e. Feb 2014 to Feb 2015)

Qualifications:
- Must be a full-time staff member at a member institution (note: if the volunteer changes jobs during the position’s term, the new school must also be an NACA member and provide a statement of support. The NACA Office, Chair of the Board, National Volunteer Development Coordinator must be informed of this change and the letter of support must be received at the NACA Office within 30 days of hiring.)
- Must have approval from and support of their institution prior to applying for the position (note: support is defined as financial as well as time out of the office, etc.);
- Must have served on a least one national or regional showcase selection committee prior to assuming the position of Chair;
- Must not be a current or former employee or intern of an NACA associate member firm or agency, or plan to be employed by or be an intern for an NACA associate member firm or agency within the next fiscal year.

♦ Lecture Showcase Selection Committee

Supervision received: Lecture Showcase Selection Coordinator

General Responsibilities: Selects the National Convention lecture and training showcases according to criteria and procedures as approved by the NACA Board of Directors.

Specific Responsibilities:
- Follows NACA’s Non-Discrimination, Diversity Advancement and Affirmative Actions Principles to recommend others to fill available positions in the NACA leadership and takes the necessary steps to achieve a diverse Association both through the recruitment of volunteers and suggesting to the Board of Directors new or modified programs and services for the Association’s members.
- Assures that NACA goals, initiatives and relevant Strategic Plan objectives are integrated with Convention initiatives and position responsibilities.
- Maintains a thorough knowledge and understanding of, and ensures adherence to NACA policies and procedures, as well as other applicable laws and regulations.

Term of Office/Commitment:
- One week, appointed in September prior to October selection meeting and ending immediately after.
Qualifications:
- Must be a full-time staff member, graduate, or undergraduate student at a member institution (note: if the volunteer changes jobs during the position’s term, the new school must also be an NACA member and provide a statement of support. The NACA Office, Chair of the Board, National Volunteer Development Coordinator must be informed of this change and the letter of support must be received at the NACA Office within 30 days of hiring.)
- Must have approval from and support of their institution prior to applying for the position (note: support is defined as financial as well as time out of the office, etc.);
- Must not be a current or former employee or intern of an NACA associate member firm or agency, or plan to be employed by or be an intern for an NACA associate member firm or agency within the next fiscal year.

Composition
The selection of lecture showcase attractions will be made by a special selection committee comprised of five (5) voting members not serving on the National Showcase Selection Committee. This selection committee will include:
- Committee Chair
- Two (2) professional staff members with experience in the promotion and production of a major lecture series,
- Two (2) student members that have responsibility for lecture programming on their campuses a
- Committee members will be chosen with sensitivity to the need for broad representation of the Association (i.e., large school; small school; diversity which is defined as ethnic identification/race, gender, gender identity, disability, sexual orientation, age and religion; regional; etc.) and previous experience on a showcase selection committee.

c. Board Application Review Committee: The Board Application Review Committee shall be selected by the Immediate Past Chair, and approved by the Chair of the Board of Directors, by Dec. 1 immediately prior to the Convention at which interviews are being held.

- General Responsibilities:
  - To pre-screen applications to schedule interviews and determine if minimum qualifications have been met;
  - To interview Board candidates and recommend a slate of qualified candidates for the ballot or appointment;
  - The Chair of the Board Application Review Committee may not vote unless there is a tie.
- **Qualifications**: Committee members who are not currently members of the Board of Directors must have significant experience with NACA, including attendance at NACA programs and active service in volunteer leadership positions.

- **Term of Office**: One year; may be reappointed to serve consecutive years.

**d. Awards Committee**
The anonymous awards selection committee for the Patsy Morley Outstanding Programmer Award, C. Shaw Smith New Professional Award, and the Frank Harris Outstanding Student Government Advisor Award is composed of the following: Chair, two at-large members who are staff at member schools; and an Office contact (non-voting member) (note: the Founders Award and the Lifetime membership award winners will be chosen by the Board of Directors. The Awards Committee shall be selected by the Chair of the Board of Directors by June 1 of each year.

**e. Educational Advisory Group**
The Educational Advisory Group is in place to identify current issues in student activities and higher education that should be addressed through NACA’s educational programs for students and professional staff. This group will be made up of four volunteers and the NACA Director of Education and Research.

- **Reports to**: Chair of the Board of Directors/Board of Trustees

- **General Responsibilities**:
  - Assist in the development of desired curriculum and content, breaking down broad topics into specific components;
  - Assist in connecting with experts and resources;
  - Communicate regularly by email and monthly by phone.

- **Qualifications**:
  - Possess a broad and significant level of knowledge and experience within student activities and higher education;
  - Considered a leader within the field;
  - Must have served a significant portion of career as professional staff in student affairs;
  - Knowledgeable/Experienced in the delivery of a variety of formats including presenting, writing, e-learning and assessment in order to increase skills of volunteers.

- **Term of Office**: Two year term.

**f. Student Advisory Group**

a. **Composition**
The Student Advisory Group is composed of:

1. Members: Seven students appointed by the Chair of the Board of Directors
2. Facilitator: One student appointed by the Chair of the Board of Directors
3. Board Liaison: One At-Large Board member, appointed by the Chair of the Board of Directors
4. Office Liaison: One NACA Office Staff designated by the Executive Director

b. Specific Responsibilities:
   - Meets once per year at the National Convention
   - Participation in monthly conference calls coordinated by Facilitator

c. Description & Responsibilities: Advisory Group Member
   - Reports to: Student Advisory Group Facilitator

   1. General Responsibilities:
      a. The Student Advisory Group is responsible for providing input to the Board of Directors regarding issues and opportunities from the student perspective and for providing input on policy issues to the NACA Office.

   2. Additional Qualifications
      a. Student should have:
         i. a minimum of one year of experience in an active programming position (preferably two years)
         ii. involvement with NACA, preferably through service with regional conference planning or Convention committee or standing committee
         iii. attendance at one or more regional conferences or a National Convention;
         iv. good academic standing at a NACA member institution (a copy of the student’s transcript must be submitted)
         v. Students enrolled at the same institution may not serve as Members of the Student Advisory Group simultaneously

   3. Term of Office
      a. One year with option for a 2nd year. Attempts will be made to have 3-4 new members appointed each year.
      b. Appointment shall be May 1-April 30
      c. Any vacancy on the Student Advisory Group will be filled by appointment by the Board of Directors. The appointment will serve for the remainder of the position’s term.

d. Description & Responsibilities: Advisory Group Facilitator
   - Reports to: Chair of the Board

   1. General Responsibilities:
      a. The Student Advisory Group Facilitator is responsible for facilitation of regularly scheduled meetings and phone calls of the Group; providing input to the Board of Directors regarding issues and concerns from the student perspective. The Student Advisory
Group Facilitator will attend all meetings of the Board of Directors as a non-voting member.

2. Additional Qualifications:
   a. Student should have:
      i. a minimum of one year of experience in an active student leadership position (preferably two years)
      ii. involvement with NACA, preferably through service with regional conference planning or Convention committee or standing committee
      iii. attendance at one or more regional conferences or a National Convention;
      iv. good academic standing at a NACA member institution (a copy of the student’s transcript must be submitted)
      v. An undergraduate student may serve as Facilitator, however, graduate students are preferred.

   b. Term of Office
      i. One Year
      ii. Appointment shall be May 1-April 30
      iii. Any vacancy by a facilitator occurring in the Student Advisory Group will be filled by appointment by the Chair of the Board. The appointment will serve for the remainder of the position’s term.

   g. Associate Advisory Group
   e. Composition
      o The Associate Advisory Group is composed of:
         1. Members: The fourteen Associate Member Project Coordinators and Associate Member Liaisons serving on Regional Conference Program Committees appointed by the established procedures for those positions
         2. Facilitators: Two Associate Members, appointed by the Chair of the Board of Directors
         3. Board Liaison: One At-Large Board member, appointed by the Chair of the Board of Directors
         4. Office Liaison: One NACA Office Staff designated by the Executive Director
         5. Additional associate members to assist in short-term work groups or specific projects as recommended by the Associate Advisory Group Facilitators and approved by the Chair of the Board of Directors
   f. Specific Responsibilities:
      o Meets once per year at the National Convention
      o Participation in monthly conference calls coordinated by Facilitators
   g. Description & Responsibilities: Advisory Group Member
      o Reports to: Associate Advisory Group Facilitator
      o General Responsibilities:
1. The Associate Advisory Group is responsible for providing input to the Board of Directors regarding issues and concerns from the Associate Member perspective and for providing input on policy issues to the NACA Office.

2. Term of Office
   1. Two years
   2. Fall Regional Conference Associate Member Project Coordinators: Jan. 1 to Dec. 31
   3. Spring Regional Conference Associate Member Project Coordinator: May 1 to April 30
   4. Any vacancy of an Associate Member occurring on the Associate Advisory Group will be filled by appointment by the National Volunteer Development Coordinator following consultation with the respective Regional Conference Program Committee Chair. The appointment will serve for the remainder of the position’s term.

h. Description & Responsibilities: Advisory Group Facilitator
   - Reports to: Chair of the Board
   - General Responsibilities:
     1. The Associate Advisory Group Facilitator is responsible for facilitation of regularly scheduled meetings and phone calls of the Group; providing input to the Board of Directors regarding issues and concerns from the Associate Member perspective and for providing input on policy issues to the NACA Office.
   - Additional Qualifications
     1. Facilitators must have worked with a National Associate company/firm or have been a self-represented National Associate Member for at least two years prior to their appointment
   - Term of Office
     1. Two Years with terms staggering so that one position is appointed every year
     2. Appointment shall be May 1-April 30
     3. Any vacancy by a facilitator occurring in the Associate Advisory Group will be filled by appointment by the Chair of the Board. The appointment will serve for the remainder of the position’s term.

h. Research Award Committee
The Research Award Committee will be comprised of three professional staff. The committee is supported by appropriate NACA Office staff. Membership on the Research Award Committee will be Anonymous. The chair of the committee recommends persons to be appointed to the Research Award Committee to the Chair of the Board of Directors/Board of Trustees.
• **Reports to:** Chair of the Board of Directors/Board of Trustees

• **General Responsibilities:**
  o The chair is responsible, with appropriate NACA Office staff, for facilitating the selection processes for all NACA Research awards and grants.

• **Specific Responsibilities:**
  o Screens and selects research award recipients;
  o Develops selection criteria, procedures and timelines for new research programs;
  o Makes recommendation to the Board of Directors/Board of Trustees for new research programs and policies.

• **Qualifications:**
  o A minimum of 6-8 years’ involvement in student affairs, campus activities or NACA;
  o Must have a terminal degree;
  o Consideration should be given to have at least one member of the committee be a faculty member in higher education/student affairs or relevant field.

• **Term of Office:** Two year term. Term may be extended at the discretion of the Chair of the Board of Directors/Board of Trustees.

i. **National Volunteer Development Team**
This team is charged with continually developing the volunteers of NACA and their experience as volunteers in order to help the Association pursue its goals and mission for its members and the field of campus activities.

**Team Members:**
- National Volunteer Development Coordinator
- Assistant National Volunteer Development Coordinators (up to 4 as needs dictate)
- Regional Volunteer Development Coordinators
- National Convention Volunteer Development Coordinator
- Institute Series Coordinator
- Other volunteers may be called upon based on position responsibilities when appropriate.

**Time Expectations:**
- Core Group - National Volunteer Development Coordinator and Assistant National Volunteer Development Coordinators
  o Participate in regular core group phone calls (bi-weekly or monthly).
  o Lead project areas and small workgroups to develop volunteer initiatives.
- Full Team
- Participate in full team phone calls (expected to be monthly)
- Participate in workgroups to develop volunteer initiatives

**General Responsibilities:**
The individuals who work with the National Volunteer Development Coordinator make up the team that moves NACA forward in forming sound volunteer management practices.

**Specific Responsibilities:**
- Actively assists in the recruitment of volunteers for all roles within the Association.
- Encourages the recruitment and selection of volunteers from among new members and underrepresented ethnicities.
- Ensures that recruitment and selection processes are fair and consistent for all Association volunteer roles.

Volunteers selected for this role will oversee one or more of the following areas of responsibility in coordination with the National Volunteer Development Coordinator

1. **Training**
   - Develop, maintain and assess skills based training for volunteers (ie. volunteer supervision, effective long-distance communication, agenda creation, etc.) as deemed appropriate.
   - Ensure that a schedule of training for position specific responsibilities is established for all volunteer roles requiring such training.
   - Work with Chair-Elect, VCP, RVDCs, Institute Series Coordinator and NACA office to establish a timeline for volunteer training at various times of the year (i.e. summer meetings, regional conferences/national conventions, etc.).
   - Ensure that volunteer documents and manuals are kept up-to-date and are readily available to appropriate volunteers.
   - Provide guidance to RVDC’s and RCPC Chairs on continual training and development of their volunteers through on-site meetings and conference calls. Encourage connections to Board Members and other NVDT Members as resources and possible presenters for such trainings.
   - Work with NVDC and other NVDC Team members to identify needs to support volunteer training and development, including technology and financial resources.

2. **Recognition**
   - Work with the NACA Office and NVDC to develop and maintain a recognition plan for volunteers on regional and national levels.
   - Coordinate association-wide recognition initiatives such as Year of Service Pins, and supervisor letter of acknowledgement with the NACA Office.
   - Develop and maintain recognition guidelines for RVDC’s.
• Ensure that award recipients are recognized at appropriate events and through available and appropriate media (Campus Activities Programming™ magazine, NACA website, etc.).
• Ensure that supervisors and home campuses are notified of volunteer work and NACA awards.

3. Evaluation, Assessment and Feedback
   • Establish and maintain a volunteer assessment instrument which highlights the benefits of volunteering and the opportunities for improving the volunteer experience.
   • Provide opportunities for volunteers of all types to provide feedback on their experience. Possible formats could be virtual forums, joining regional conference calls, meetings at conference and the national convention, etc.
   • Report regularly on the experience of volunteers with possible options for improving the volunteer experience.
   • Develop opportunities for Board Members and NACA Volunteer Development Team Members to speak one-on-one with volunteers about their experience and their future volunteer interests.
   • Work with the NVDC to prepare an annual summary report for the Board of Directors on the state of the NACA volunteer experience.

4. Recruitment and Selection
   • Provide a structured timeline for recruitment that balances the needs of current leadership, Office staff, and future volunteers. Maintain a catalog of volunteer opportunities for recruitment and selection. This could be a part of the volunteer manual and should be available on the NACA website.
   • Establish ongoing working relationship with the RVDCs. Develop a recruitment plan for increasing the number of applications for RCPC openings.
   • Work with the NACA office to review current volunteer recruitment marketing pieces; timeline for development; method of dissemination; etc.
   • Ensure the application and selection processes are relevant, fair and transparent to all volunteers involved. Provide strategies for conducting an effective process and engaging those not selected for positions through the process.
   • Provide training and documentation to outline the appropriate process for selection and notification of positions. Develop strategies and gather best practices for providing personalized notification and communication of selection.

Qualifications:
• Must be a full-time staff member at a current member institution; NACA membership must remain current throughout term of office.
• Has significant experience in the different facets of volunteer management (recruitment, selection, training, supervision, recognition). NACA
experience, campus experience and experience with other groups are welcome.

- Must be able to participate on regular conference calls.
- May not currently hold any other NACA volunteer role.
- Approval from and support of their institution is required within 15 days of selection (note: support is defined as financial as well as time out of the office, etc.)

**Term of Office:** One year, with a second year option at the discretion of the National Volunteer Development Coordinator and Chair of the Board. Term will run May 1 – April 30.

- **Selection:** Nominations will be accepted to encourage a broad range of volunteers to apply. Applications will be required for all interested volunteers. Interviews will be conducted by the National Volunteer Development Coordinator and the Board of Directors Chair-Elect or designee.

**j. Foundation Development Steering Committee**

- **Supervision Received:** Chair of the NACA Board of Directors/NACA Foundation Board of Trustees

- **General Responsibilities:** To examine issues and strategies related to the NACA Foundation and assist with increasing its donations and stature.

- **Specific Responsibilities:**
  - Participate in conference calls as needed.
  - Meet once a year at the National Convention.
  - Help identify current and prospective donors.
  - Contact peers, if available, by phone or email during foundation campaigns.
  - Assess the current state of the Foundation funds and recommend strategic direction to the Foundation Board of Trustees.
  - Identify potential donor benefits that are needed based on feedback collected as well as enhancements to existing donor benefits.
  - Work with the NACA Marketing and Development Coordinator.
  - Work with and maximize annual giving via identifying opportunities for donor and sponsor solicitation.
  - Identify key contacts with appropriate government officials and resources to increase the possibilities of special grants and other support for scholarships.
  - Responsible for, with the NACA Office, endowment and planned giving program.
Develop ideas and recruit sponsors to assist in fundraising events including the Silent Auction and similar fundraising initiatives.

Report on the committee’s activities to the Foundation Board of Trustees in May, July, December and February.

- **Composition and Terms of Service:**
  - Two school staff – Each will serve a two-year term. Terms will be staggered. One person will be named Committee Chair each year by the Chair of the Board of Directors. (This number could be expanded as the work of the committee grows)
  - One Associate Member – This person will serve a two-year term.
  - One Student Board Member – This person will serve a one-year term.
  - Terms will run from May 1 to April 30.

- **Qualifications:**
  - Possess a broad and significant level of knowledge and years of service to NACA
  - Possess a comfort level in speaking with peers about NACA Foundation.

- **Selection:**
  - Applications will be reviewed by the Chair-Elect of the Board of Directors in consultation with the NACA Office. Appointments will be forwarded to and made by the Chair of the Board

**k. National Block Booking Team**

- **Supervision Received:** Immediate Past Chair of the NACA Board of Directors/NACA Foundation Board of Trustees

- **General Responsibilities**
  - Coordinate the Block Booking process at the national level in conjunction with the NACA Office
  - Ensure ongoing communication among National Block Booking Coordinators and Regional Block Booking Coordinators.

- **Composition:**
  - National Block Booking Coordinator
  - Two Assistant National Block Booking Coordinators
  - Seven Regional Block Booking Coordinators

**9. Ad Hoc Board Committees**

All Ad Hoc Board Committees are required to follow NACA’s *Non-Discrimination, Diversity Advancement and Affirmative Actions Principles* to recommend others to fill available positions in the NACA leadership and takes the necessary steps to achieve a diverse Association both through the recruitment of volunteers and suggesting to the
Board of Directors new or modified programs and services for the Association’s members.

a. Association Management and Operations Review Committee
The Chair and the members of this ad hoc committee will be appointed by the Chair of the Board of Directors. The term of the Chair and the members of AMORC will end when its study is completed or at the end of the following fiscal year. If its study continues into the next fiscal year, the Chair and the member(s) of AMORC may be reappointed.

- **Reports to**: Chair of the Board of Directors/Board of Trustees
- **General Responsibilities**: This Committee shall serve on an ad hoc basis as directed by the NACA Board of Directors. AMORC will coordinate, make recommendations, and monitor studies which relate to the management and operations review for NACA and NACA Foundation. AMORC may also be assigned specific tasks as they relate to the implementation of the study
- **Term of Office**: One year; may be reappointed to serve consecutive years.

b. Research and Recommendation Teams
The Chair and the members of R&R Teams will be appointed by the Chair of the Board of Directors. The term of the Chair and the members of these teams will end when its study is completed or at the end of the following fiscal year. If its study continues into the next fiscal year, the Chair and the member(s) of R&R teams may be reappointed.

- **Reports to**: Chair of the Board of Directors/Board of Trustees
- **General Responsibilities**: The R&R Teams shall serve on an ad hoc basis as directed by the NACA Board of Directors. R&R Teams will coordinate, make recommendations and monitor studies which relate to the management and operations review for NACA and its programs or focus.
- **Term of Office**: One year; may be reappointed to serve consecutive years.

10. Regional Liaison

- **Supervision Received**: Chair-Elect of the Board
- **Specific Responsibilities**
  - Work with NACA Office to coordinate regional membership initiatives
• Connect with first-time conference attendees and new professionals in the region at the regional conference
• Serve as resource to recruit volunteers for opportunities within the region or nationally
• Promote NACA at other regional association events as applicable
• Assist the NACA Office in strategic efforts to increase school membership within their region
• Reach out to members new to the region prior to the regional conference and serve as a resource to those new members
• Attend New Associate meeting at regional conference
• Assist in facilitation of Discover NACA at the regional conference
• Assist the NACA Office in creating engagement opportunities with graduate students within in the region
  o Manage the awards application process for the region
    ▪ Recruit and convene a diverse selection committee of at least four members for selecting the awards
    ▪ Encourage members within the region to apply for regional awards
    ▪ Lead the committee in the review of nominations and selection of recipients for all region awards, including individual and programming.
    ▪ Works with the NACA Office to implement award application process and selection timeline.
    ▪ Work with RCPC Chair and assigned NACA Office meeting planner to coordinate the announcement of award winners at the regional conference.
    ▪ Submit names of all award recipients to the Marketing and Communications Manager at the NACA Office no later than two weeks after the conference.
  o Participate in all regularly scheduled regional calls. (Note: This position does not attend the winter/summer meeting. This position will report the day prior to the conference start with the rest of the planning committee).

• **Term of Service:** One year, beginning on May 1

• **Qualifications:**
  o Must be a full-time professional staff member at a member institution, and must maintain that status throughout the course of the term of office
  o Must have approval from and support of their institution prior to applying for the position (note: support is defined as financial as well as time out of the office, etc.)
  o Should have served in a regional or volunteer role for at least two
years; and attended a regional conference or National Convention
  o  Must be familiar with purpose of goals of the Association

• **Selection:** Applications will be reviewed and appointed by the National Volunteer Development Coordinator. Appointment will be made by the Chair of the Board of Directors. One liaison will be appointed for each region.

11. **Association Liaisons**
Liaisons to other associations, consortiums or task forces are appointed by the Chair of the Board of Directors.

a. **NACA Liaison to The Council for the Advancement of Standards in Higher Education (CAS)**

• **Reports to:** Chair of the Board of Directors/Board of Trustees

• **General Responsibilities:** To represent NACA on the Council and keep NACA membership informed of Council programs, projects and resources.

• **Specific Responsibilities:**
  o  Represent NACA’s needs.
  o  Attend two annual meetings of the Council.
  o  Forward minutes of each meeting to the NACA Office.
  o  Communicate CAS activity and information to volunteer supervisor and NACA Office on a regular basis.
  o  Check with Chair of NACA Board of Directors on all agenda items in order to be able to present NACA position appropriately.
  o  Communicate NACA position on CAS business at CAS meetings.
  o  Make presentations to NACA Board of Directors when invited.
  o  Assignments and committee work for CAS.
  o  Development of articles for NACA publications.
  o  Presentation of an educational session at each NACA Convention, sharing information about CAS and its activities.

• **Qualifications:**
  o  Seasoned professional with the knowledge and ability to work with other higher education associations;
  o  Terminal degree preferred; master’s required, given the membership of CAS;
  o  The NACA Liaison to CAS must have approval from and support of their institution prior to applying for the position. (note: support is defined as financial as well as time out of the office, etc.), and must maintain NACA membership during their appointment
• **Term of Office:** Three year appointment, with the option of up to two additional years.

b. **NACA Liaison to The Placement Exchange (TPE)**

• **Reports to:** Board representative to the Education Advisory Group

• **General Responsibilities:** To represent NACA on The Placement Exchange and coordinate NACA programs and services related to TPE.

• **Specific Responsibilities:**
  - Represent NACA’s needs.
  - Participate in TPE meetings, either by phone or in person.
  - Forward minutes of each meeting to the NACA Office.
  - Communicate TPE activity and information to volunteer supervisor and NACA Office on a regular basis.
  - Check with Board representative to the NACA Educational Advisory Group on all agenda items in order to be able to present NACA position appropriately.
  - Communicate NACA position on TPE business at TPE meetings.
  - Make presentations to NACA Board of Directors when invited.
  - Assignments and committee work for TPE.
  - Development of articles for NACA publications.
  - Presentation of an educational session at each NACA Convention, sharing information about TPE and its activities.
  - Work in collaboration with the Director of Education & Research and the NACA Education Advisory Group regarding the integration of sustainability topics into the education and professional development of members.
  - Coordinate the recruitment of additional NACA volunteers to assist with TPE activities, i.e. staffing booth, conducting informational sessions, developing resources.
  - Assist in coordinating any membership recruitment efforts as part of TPE such as regional recruitment, meetings, receptions, etc.

• **Qualifications:**
  - The NACA Liaison to TPE must have approval from and support of their institution prior to applying for the position. (note: support is defined as financial as well as time out of the office, etc.), and must maintain NACA membership during their appointment
  - Seasoned professional with the knowledge and ability to work with other higher education associations.
  - Must have experience and knowledge with career-related issues in higher education.
  - Must be available throughout the year to accomplish the duties above.
• **Term of Office**: One year, May 1-April 30.

• **Selection**: Upon recommendation of the NACA Office, appointment will be made by the Chair of the Board. Consideration will be given to those within close proximity to the location of The Placement Exchange that year.

12. **Other Job Descriptions**

Other nationally recognized job descriptions are incorporated in a Volunteer Manual and Position Listing. These include, but are not limited to: National Volunteer Development Coordinator, Institutes Coordinator, Leadership Fellows Program Coordinator, Diversity Advisory Group, Regional Conference Program Committee positions, etc. These positions will be updated and modified as needed, and will be housed in the NACA Office.

Policies related to the development of additional institutes and other educational programs are managed by the NACA Educational Advisory Group.

13. **Nepotism and Volunteer Positions**

In order to prevent the perception of conflicts of interest, spouses/partners, children and/or other immediate family members may not serve in nationally recognized leadership positions at the same time if one member is deemed to be in a supervisory or leadership capacity with regard to the other. For example, if one spouse is serving as a Regional Conference Program Committee Chair, the other could not serve on the same RCPC, regardless of position, since the Regional Conference Program Committee Chair serves in a leadership capacity for the entire regional conference.

In addition, spouses/partners, children and/or other immediate family members of volunteers in nationally recognized leadership positions may not serve as third-party contractors to the Association. Additional policies regarding nepotism and the NACA Office are included in the NACA Employee Handbook.

14. **Procedures for Board Business**

The following procedures are generally followed in preparing and undertaking business by the NACA Board of Directors:

- The Chair of the Board will call for agenda items and develop an agenda which will be sent out to members of the Board at least one week prior to the meeting.
- The Chair will call for reports as needed.
- As needed, the Chair of the Board of Directors shall refer substantive motions to the Rules Committee for a review of clarity and accuracy of language and intent. Once the Committee has ruled on a motion, it will be placed before the Board for further action.
- Bylaws may be amended by a vote of two-thirds of the members of the Board of Directors present at any regular meeting or at a special meeting called for
that purpose. Notice and a copy of any proposed amendment shall be sent to all members and to each member of the Board at least 30 days prior to the meeting at which the amendment is to be considered. The membership shall be notified of adopted Bylaw amendments by the most feasible means.

- A copy of the proposed budget and/or budget adjustments should be mailed to the Board a minimum of two weeks prior to the meeting.

15. NACA Relationship with Past Board Chairs

NACA affirms its commitment to continuing communication with its past Chairs following their terms on the Board. This relationship is designed to preserve the history and heritage of NACA, enhance the current Association by capitalizing on the expertise and dedication of past Board Chairs, and foster continued involvement and support of the Association by past Chairs.

Past Chairs of the NACA Board of Directors will:

- Be invited to the annual Volunteer Reception at the National Convention;
- Be invited to a special function for past Chairs at the National Convention;
- Be asked to assist in special projects (e.g. anniversary celebrations, serving as a sounding board on issues, soliciting contributors, etc.);
- Receive a subscription to Campus Activities Programming™ magazine;
- Receive a waiver of registration fees for the National Convention.

E. NACA REGIONAL CONFERENCES

NACA has seven regional conference programs held around the country, planned by Regional Conference Program Committees (RCPC’s). The RCPC’s organize these events under the auspices of the national Association, and are financially and programmatically accountable to the Board of Directors. These regional conferences are currently organized around the geographic breakdown as identified in the following map.

1. Geographical Delineation for Regional Conference Planning
2. Regional Conference Program Committees

The Regional Conference Program Committee will be comprised of the following roles. For specific job descriptions, please refer to the position descriptions in the Volunteer Manual.

- Regional Conference Program Chairperson (lead volunteer)
- Education and Professional Development Coordinator
  - Professional Development Programs Coordinator
  - Graduate Intern Coordinator
  - Diversity Initiatives Coordinator
- Volunteer Development Coordinator
  - Volunteer Center Coordinator
- Conference Logistics Coordinator
  - Communications Coordinator
Regional Conference Program Committees may choose to add additional volunteer roles; however, only the formally recognized roles listed above will be budgeted for attendance at pre-conference and planning meetings.

The term of service for all appointments will be one year, with each volunteer on the Regional Conference Program Committee attending the regional conference prior to the conference for which they are serving in a role. Volunteers should not serve more than two consecutive terms in the same Regional Conference Program Committee position.

The Regional Conference Program Committee will be supported by the Board of Directors of the Association. The Vice Chair for Programs (VCP) will serve as the point of contact for all issues pertaining to regional conferences. For matters pertaining to the regional conference which have financial implications, the Association Treasurer should also be included. The VCP will have regular communication with the Regional Conference Program Chairperson through conference call or email communications.

F. NACA OFFICE
The NACA Office is located at 13 Harbison Way, Columbia, South Carolina 29212. The telephone number is (803) 732-6222. Regular office hours are from 8:30 am to 5:30 pm, Eastern Time, Monday through Friday.

The employees in the NACA Office work with the NACA volunteers to provide membership services, coordinate the day-to-day operations and support the Association’s leadership. The NACA Office is divided into five functional areas – the Executive Director, Membership Marketing and Events, Business Relations, Finance and Administration, and Education and Research.
G. GENERAL GUIDELINES FOR VOLUNTEER PROCESSES

1. Recruitment
Solicitation for open volunteer positions occurs as needed. Anyone interested in volunteering can check the NACA Web site for applications and submit them through the portal. Open positions may also be advertised in Association publications and other available means. Deadlines for positions vary, and are highlighted on the Web site or through enewsletters.

2. Commitment to Diversity
NACA has a strong commitment to diversity as a core value of the Association, recognizing that it enhances and enriches the overall experience of all Association members. Each and every individual needs to be sensitive to these issues this core value and follow through with the process.

All current volunteers will be asked to take that extra step to solicit a pool of volunteers for their particular area of responsibility that is diverse in nature. The programs we offer must reflect this effort and can be seen through diversity educational components or sessions at regional and national programs. We need to strive for a balance and diversity in all of the programs and services we offer, including, but not limited to, showcases, Campus Activities Programming™ magazine, and any other publications deemed appropriate. Also, volunteers must adhere to the NACA Non-Discrimination, Diversity Advancement and Affirmative Action Principles.

3. Volunteer Appointment Process
All volunteers in nationally recognized leadership positions are officially appointed by either the Chair of the Board of Directors or the National Volunteer Development Coordinator. Nationally recognized positions include:
- Institute Project Coordinators and staff;
- National Convention Program Committee;
- Regional Conference Program Committees; and,
- Association Liaisons.

In order to recommend someone for one of these positions, the volunteer supervisor should forward the appointment request to the NACA Office. The NACA Office will review previous requests to see if the nominated appointee has been nominated for any other positions during the same volunteer cycle, to determine whether the nominated appointee’s school is currently a member, etc. The Office will then forward the nomination to either the Chair of the Board or the National Volunteer Development Coordinator for final action. The Chair of the Board or the National Volunteer Development Coordinator will notify the NACA Office regarding disposition of the appointment as soon as possible following receipt of the information. If for some reason the Chair does not agree to the appointment of the volunteer, the volunteer supervisor and/or the individual requesting the appointment will be notified of this decision; the volunteer supervisor and/or individual requesting the appointment may follow up with the Chair to request the reasons for not approving the appointment.
The term of appointment begins only upon approval, and concludes at the time outlined in the appropriate job description and/or conversation with volunteer supervisor. For specific information about position terms, refer to the Volunteer Manual and Job Listing.

If the volunteer changes jobs during the position’s term, the new school must also be an NACA member and provide a statement of support. The NACA Office, Chair of the Board, National Volunteer Development Coordinator must be informed of this change and the letter of support must be received at the NACA Office within 30 days of hiring.

4. **Commitment to NACA**

   Individuals appointed/elected to a nationally recognized leadership position should not serve simultaneously in any other leadership position within NACA. This will allow the Association to expand its pool of volunteers and those volunteers in place will not become overburdened. Exceptions may only be granted by the Chair of the Board of Directors.

All NACA volunteers commit that they will complete projects and assignments within the specified timeframes, including any evaluations, project summaries, or other information required by the Board. All NACA volunteers also commit that they will make every effort to attend all meetings required by their position, communicate in a timely manner with other volunteers and the NACA Office. Finally, all NACA volunteers generally must comport themselves in a professional manner that supports NACA’s mission and goals, and that reflects positively on NACA, while undertaking their volunteer responsibilities.

All volunteers must have written approval from and support of their institution prior to applying for their volunteer position (note: support is defined as financial as well as time out of the office, etc.), and must maintain NACA membership during their term.

5. **Training**

   The type of information/training a volunteer receives is dependent on his/her volunteer position. Generally, volunteers in nationally recognized positions will receive a variety of informational resources to help prepare them for their positions. Each volunteer is responsible for thoroughly reviewing the informational, policy and other materials sent, and for asking questions to help clarify any processes they do not understand. The majority of the training volunteers will receive is through their review of the documents, training calls, electronic methods, etc. given to them and the resolution of any questions they may have following this review.

   For specific information about training a certain position receives, please refer to the Volunteer Manual and Position Listing.

6. **Removal of Volunteers**

   a. **General Non-Performance of Position Requirements**

   In the event that a volunteer is not performing his/her volunteer responsibilities in
accordance with the job description and the expectations outlined in the Volunteer Manual and Position Listing, the position’s immediate volunteer supervisor should communicate this concern to the individual in question. As part of this communication, discussion should occur as to what steps the volunteer is willing and able to take in order to improve his/her performance. The discussion should include the question whether the volunteer wishes to make a renewed commitment and continue in the position or voluntarily resign. Following the discussion, the volunteer supervisor should document the conversation/resolution in writing, and should attach any materials supporting the concerns outlined in the memo/conversation.

If the volunteer wishes to continue in the position, but, after a reasonable period of time as determined by the immediate volunteer supervisor, the immediate volunteer supervisor continues to be unsatisfied with the volunteer’s performance, the immediate supervisor of the volunteer in question should contact his/her volunteer supervisor with the request for removal, outlining in writing the reasons for the request (a copy of the documentation developed following the initial meeting—and any subsequent meetings—between the immediate volunteer supervisor and the volunteer in question should be attached). If that volunteer supervisor agrees with the request, he/she should forward it to the Chair of the Board, along with the same documentation, noting that he/she concurs in the removal request. If the Chair agrees that the volunteer should be removed from his/her position, the Chair will send the volunteer in question a letter outlining briefly the reasons for the determination, and affording the volunteer the opportunity to explain his/her position. The removal decision will remain final, however, unless the volunteer can show that there was no adequate basis for the initial removal recommendation by his/her immediate volunteer supervisor. The Chair makes the ultimate decision regarding removal, and his/her decision is final.

b. Improper or Illegal Acts
If a volunteer engages in improper or illegal acts, it is the responsibility of the position’s volunteer supervisor immediately to notify the Chair of the Board and the NACA Office of the act. In these cases, the Chair may immediately act to suspend or remove the volunteer from his/her position. The Association also reserves its right to take legal or other action, as needed, against a volunteer removed for cause.

H. CATEGORIES AND CRITERIA OF MEMBERSHIP
(See also Bylaws, Article III)

1. School Memberships
Any college or university is eligible for institutional membership with one voting representative. Institutions having geographically separate branch campuses are required to take a membership for each campus, although one membership includes all programming bodies on any one campus. Individuals representing member institutions
must be full-time staff or full-time students. Membership dues are determined by the Board of Directors.

A Departmental Membership is for recognized departments, organizations or sectors of member institutions. Departmental members will receive Campus Activities Programming™ magazine, enewsletters and listing in and access to the NACA membership directory.

2. **Associate Memberships**

   Agencies, managements, and those organizations, firms, and individuals whose attractions, products, services, or programs are related to college and university campus activity programming are eligible for associate membership. Membership dues are determined by the Board of Directors.

   - **GENERAL MEMBERSHIP**: National and regional associate members that represent multiple artists and programs will be designated as “general” members. National and regional associate members, such as novelty/inflatable companies, promotional product companies, film companies, etc., that provide programs or services that do not include a live presentation or performance will be classified under the “General” associate member designation.

   - **SELF-REPRESENTED/SOLO ARTIST**: Self-Represented/Solo Artist are defined as those artists that actively tour and perform on campuses but that are not represented by a member firm that may also represent multiple other artists or programs. The self-represented artist can be a solo performer, a band, a comedian, a lecturer, etc., with the guiding rule being that they are not represented by a company or person that also represents other acts, artists or programs.

Each national associate member must be a separate legal entity. In order for a company affiliated or related in any way to another company to purchase its own national associate membership, the requesting company must supply NACA with proof that the companies are legally separate entities.

Associate members have the opportunity to obtain a Branch Office Service which enables the various regional offices of associate members to directly receive the magazine, key mailings, and other important materials.

Associate members are encouraged to be affirmative action/equal opportunity employers.

3. **Individual Memberships**

   Individuals associated with member institutions are eligible for Individual Membership. Membership dues are determined by the Board of Directors. Individual Members will
receive *Campus Activities Programming™* magazine, enewsletters and listing in/access to the NACA Online Membership Directory.

A Limited Individual Membership is available to persons who have previously been in campus activities. For this fee, members will receive a subscription to *Programming* and may also pay a delegate fee to attend the National Convention and use the Career Services Center.

### 4. Graduate Student Memberships

Individuals enrolled in Graduate Programs associated with member institutions are eligible for Graduate Student Membership. Membership dues are determined by the Board of Directors. Graduate Student Members will receive *Campus Activities Programming™* magazine, enewsletters and access to the NACA Online Membership Directory.

### 5. Regional Associate Members

Regional associate membership was designed for agencies and attractions interested in working only with NACA member colleges in defined geographic regions of the country.

- **GENERAL MEMBERSHIP**: National and regional associate members that represent multiple artists and programs will be designated as "general" members. National and regional associate members, such as novelty/inflatable companies, promotional product companies, film companies, etc., that provide programs or services that do not include a live presentation or performance will be classified under the “General” associate member designation.

- **SELF-REPRESENTED/SOLO ARTIST**: Self-Represented/Solo Artist are defined as those artists that actively tour and perform on campuses but that are not represented by a member firm that may also represent multiple other artists or programs. The self-represented artist can be a solo performer, a band, a comedian, a lecturer, etc, with the guiding rule being that they are not represented by a company or person that also represents other acts, artists or programs.

Provisions for regional associate membership are:

- The firm must specify an affiliation to only one region;
- Each Regional Associate Member must be a separate legal entity. National associate members wishing to purchase a regional associate membership for a company affiliated or related in any way to the national associate member company must provide the NACA Office with proof that the companies are separate legal entities.
- The firm is encouraged to be an affirmative action/equal opportunity employer;
- Firms may be eligible for regional associate membership on a continuing basis;
- Regional associate members are bound by the national ethics and NACA Guidelines and Policies for Dealing with Policy Infractions;
Regional associate members may only attend programs sponsored by the region where membership is held; however, regional associate members are eligible to participate in nationally produced Festivals.

Benefits are:
- one subscription to *Campus Activities Programming™* magazine;
- access to mailing labels of schools in the region where membership at a fee;
- *access to any material (i.e. newsletters, cooperative buying maps) that the region would normally provide to associate members*;
- an opportunity to apply for showcase and purchase Campus Activities Marketplace space at the conference(s) sponsored by the region in which membership is held; and,
- Membership dues are determined by the Board of Directors.

5. **Affiliate Membership**

   a. **Regular Affiliate Membership**
   Organizations or firms involved in services related to campus activities or interested in locating attractions for performances and not eligible for school or associate membership may join NACA as affiliate members.

   Affiliate members can participate in conferences, Conventions and Cooperative Buying. Exhibiting is allowed but not required. Affiliate members are not eligible to showcase at any NACA activity. A firm that engages in selling goods or services to school members cannot be a regular affiliate member. Matters regarding eligibility or special conditions for affiliate membership will be determined by the NACA Executive Director. Members’ dues are determined by the Board of Directors. Affiliate members are entitled to receive up to three copies of each issue of *Campus Activities Programming™* magazine and access to the NACA online directory.

   b. **Non-Profit Affiliate Membership**
   The NACA non-profit affiliate membership is designed for non-profit organizations whose services, products or programs are related to campus activities programming. NACA membership benefits for such organizations include one *copy of Programming* and access to the NACA online directory, as well as access to conferences and Conventions. Non-profit affiliate members may attend the National Convention, regional conferences and festivals as exhibitors, following all applicable associate member policies regarding the purchase of booth space and delegate fees. Non-profit affiliate members are not eligible to showcase.

   Criteria for non-profit affiliate membership include: 1) certification of the organization’s not-for-profit 501(c)(3) IRS designation as an educational organization; 2) certification that the organization provides education, resource services and/or opportunities for professional development; and 3) certification
that the organization’s purpose is not lobbying for political issues or legislative change.

Membership dues for non-profit affiliate members are determined by the Board of Directors.

6. **International Membership**
Any college or university located outside the United States, its territories, Mexico, and Canada is eligible for international membership in NACA. Organizations or firms that are involved in services related to campus activities or in purchasing entertainment without the intent of resale to colleges or universities and who reside outside of the countries listed above are also eligible for international membership.

Membership dues are determined by the Board of Directors. Each international member is entitled to receive one subscription to *Campus Activities Programming*™ magazine and other key Association mailings, and access to the NACA online directory.

Each application for international membership will be considered on its own merit, appropriateness and the best interests of the NACA membership. Matters regarding eligibility will be determined by the NACA Executive Director.

7. **Inactive and Non-Member Classifications**
Any school, national associate member, regional associate member, professional member, affiliate member, or international member who does not renew a membership by the annual cut-off date becomes an inactive member and will not receive membership benefits and services until the membership is renewed.

8. **Non-Member Schools**
- Non-member schools may send delegates to the National Convention by paying a 25% surcharge on the registration fees.
- Non-member schools may send delegates to regional conferences by paying a 25% surcharge on registration fees.
- Non-member schools are allowed to participate in Block Booking and purchase publications at a higher rate.

9. **Non-Member Firms**
Non-member firms may purchase publications and resources at a rate higher than members.

10. **Discounted Membership Renewal**
   a. **Half-Price Renewal**
   Non-members meeting the following criteria which join on or after December 1 of any given year will be permitted to renew the following year at half-price:
   - Any school or standard affiliate member that attends no more than one of the following: National Convention, spring regional conference or festival held
prior to the end of the current fiscal year.

♦ Any national associate or non-profit affiliate member that attends no more than one of the following: National Convention, spring regional conference or festival held prior to the end of the current fiscal year.

♦ Any regional associate member that attends no more than one of the following: spring regional conference or festival held prior to the end of the current fiscal year.

A half price renewal will be available only once every four years to the same firm or school. The count would begin from the year of the half-price renewal.

b. Carry-Through Renewal

Members meeting the following criteria will be permitted to renew the following year no cost:

♦ Any school or standard affiliate member joining on or after March 1 that does not attend a spring regional conference or festival held prior to the end of the current fiscal year.

♦ Any national associate or non-profit affiliate member joining on or after March 1 that does not attend a spring regional conference or festival held prior to the end of the current fiscal year.

♦ Any regional associate member joining on or after March 1 that does not attend a spring regional conference or festival held prior to the end of the current fiscal year.

A carry through renewal will be available only once every four years to the same firm or school. The count would begin from the year carried through to, rather than the initial year.

I. STANDARDS AND CODES OF CONDUCT

1. Statement of Business Ethics and Standards

NACA, as an educational, professional, and trade association, has consistently promoted a high standard of ethical business practices 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 practice that generally promotes the qualities of honesty, fairness, consideration, and enlightened professionalism.

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 him or her. Therefore, this statement will not be enforced through the policing of members, but rather through self-discipline and cooperation. School and associate members’ actions are suggested within the following guidelines:
**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 specially 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 payments 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 material 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.

** The term “attraction” is defined as any act, artist, performer, speaker, individual, group, product, or service that is represented by an associate member firm or agency.

2. Statement of Professional Ethics
As an association of higher education institutions that provide co-curricular activities for the educational enrichment of their campus communities, 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 a professional’s actions, and to specify one’s expectations for the behavior of others. The statement was designed to help individuals identify appropriate professional choices. 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 discussion tool. At the heart of the statement 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.

Campus activities professionals’ 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 co-curricular educational process.
- Professionals should facilitate the development of a balanced co-curricular activities program that reflects recreational, cultural, social, and educational interests.
- Professionals should assist students in developing and practicing appropriate balance between curricular, co-curricular, and extracurricular 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 roles 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 towards, persons or groups whose race, religion, economic status, gender, gender identity, sexual orientation, national origin, age, ethnic background is different from their own, and/or who are physically disabled.

• 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 for 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 campus activities 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 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 and 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.

3. NACA Associate Member Professionalism Guidelines

NACA supports the ideal that all associates conduct themselves in a professional manner when performing or doing business in the campus activities market.

The following guidelines are endorsed by NACA as appropriate for all agents, artists, managers, promoters, and/or employees of an associate member in NACA. 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 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.

4. NACA Civility Statement

Prominent among the values that define the NACA community is civility, which includes mutual respect, fairness and politeness. Membership in any community requires a concern for the common good for all who belong to that community. Each individual may possess different ideas, as well as different ways of communicating those ideas, particularly in a community as varied and diverse as an association. Because of these differences, respect and civility should therefore be afforded to all individuals regardless of role within the association. This includes treating people with courtesy and consideration, acting and speaking judiciously and behaving professionally.

All member of the association community are called upon to promote and value this ethic of common respect and civility. We will encourage discussion with a goal of instilling an appreciation for the importance of fair-mindedness, personal responsibility, and respect for differing opinions. At such occasions, members will always be strongly encouraged to observe common standards of decorum and to display a respectful
tenor. We will also consider appropriate steps to be taken when members of our community do not respect these standards.

5. **NACA Process for Dealing with Violations of Association Policy**

   *This process for violations of policy does not in any way constitute, and should not be construed as, a contract between NACA and its members, or volunteers, or any schools or artists participating in its programs. This process supersedes all previous statements regarding the process for violations of policy.*

**Jurisdiction of the Association**

The National Association for Campus Activities (NACA) has the authority to enforce its policies and investigate violations. NACA may act when it becomes aware of a policy violation by one or more of its members, or artists or volunteers. The purpose of this process is to address violations of Association policies and standards. It is not intended as a means of resolving contractual, copyright or any other type of civil, criminal or other disputes between members or between members and artists; nor is it intended to preclude legal action by NACA in appropriate cases. NACA reserves the right to determine when an issue merits investigation. All members are responsible for ensuring that their respective volunteers or artists are made aware of this policy and informed they are subject to its provisions. Participation in NACA sponsored events or activities by members, artists and volunteers are expressly conditioned upon adherence with this policy.

**Policy Violations**

Violation of NACA’s policies may at the discretion of NACA result in discipline including the suspension, expulsion, or termination of a member from the organization, or the expulsion or barring of an artist or volunteer from NACA sponsored event. Grounds for discipline include but are not limited to:

A. Infractions of policies and procedures outlined in Association publications and materials, such as the *Associate Member Regional Conferences Guide*, the *Associate Member Convention Guide*, the *School Member Convention Registration Information* brochure, the *Membership Directory and Buyers’ Guide*, NACA’s membership applications, information from the regions on various events, etc.;

B. A pattern of inappropriate use of the Violations of Association Policy process to address disputes between associate members, artists and/or school members;

C. Written or verbal abuse, which is defined as the expression of demeaning, insulting, or intimidating comments based on sex, race, color, religion, national origin, age, disability, sexual orientation, or other areas given legally-protected status;

D. Lewd or indecent behavior during an NACA sponsored event or any of its activities;

E. Sexual harassment during an NACA sponsored event or any of its activities including, but not limited to: suggestions that refusal or willingness to submit to sexual advances will have an effect on membership or participation in or with NACA or any of its activities and/or the unwanted physical conduct or contact of any kind, sexual touching, advances or propositions.
G. Possession or use of any weapon during an NACA sponsored event or its activities;
H. Violation of state or local laws governing the use of alcohol, or selling or distributing alcohol to underage delegates or attendees;
I. Behavior as a result of consumption of alcohol that causes harm to persons or property;
J. The possession, use, sale, or distribution of any drug or other substance illegal under state or federal law;
K. Misusing or damaging NACA property by deliberate or reckless acts;
L. Theft;
M. Any act involving the misuse of NACA’s computer network, system or software;
N. Sending harassing, threatening, repetitive and/or abusive e-mails to NACA members, volunteers and/or Office staff;
O. Initiating or engaging in furthering of disinformation or misinformation about the Association, its practices, members, volunteers and/or Office staff through e-mail or other communications;
P. Arranging activities and/or events that conflict with scheduled NACA activities or events during NACA conferences, the National Convention or other NACA-sponsored programs or activities;
Q. Inappropriate or unauthorized use of NACA’s name and/or logo—or any other Association elements—to imply endorsement, affiliation or for any other non-sanctioned purpose;
R. Engaging in misleading or untrue advertising and/or submitting misleading or untrue information for publication in NACA publications;
S. Engaging in activities that directly conflict with the services already being offered by NACA or in services which directly relate to NACA’s core business or some component thereof;
T. Establishment of programs, services or activities which purport, allege or appear to be affiliated with NACA, but which are not;
U. Conduct which, in the sole judgment and discretion of NACA, is contrary and detrimental to the interests, operations, missions and goals of NACA;
V. Failure to comply with decisions finding policy violations and imposing sanctions;
W. Violation of the confidentiality of an inquiry into alleged policy violations and the discussion of potential sanctions;
The Association reserves the right to track infractions and to levy sanctions against parties who develop a record of serial infractions over time.

**On site at an NACA sponsored event or activity**

1. Alleged infractions of policy should be reported to the following:
   - National Convention: the Office representatives dealing with Convention logistics and the Campus Activities Marketplace;
   - Regional Conference: the Office representatives on site dealing with the Regional Conference;
   - Other NACA events: the volunteer event manager in collaboration with the NACA Office

Alleged infractions may be reported by any delegate or attendee at an NACA event;
however, certain kinds of alleged infractions—such as those dealing with sexual harassment/misconduct, alcohol abuse or the violation of event policies must be documented in writing, and may not be made anonymously. The Executive Director will determine if an alleged infraction must be documented in writing.

2. Once notified of the alleged infraction, the appropriate individual outlined above will investigate the details of the infraction. The appropriate individual outlined above is authorized to immediately remove any person from an event if there has been a violent act, an imminent threat of violence or destruction of property.

3. The Office representative will forward his/her findings on the violation to the NACA Executive Director, or designee, and the Chair of the Board of Directors, or designee. The Office representative, Executive Director, or designee, and the Chair of the Board of Directors, or designee, will decide whether to adjudicate or reject moving forward to adjudicate the allegation(s). If adjudication is pursued, past incidents involving the same party may be taken into account in determining the sanctions to be imposed. The Office representative has the option to gather additional information about the alleged violation if it is deemed necessary. The decision regarding the extent of the necessary investigation and type of sanction(s) imposed, if any, rests with the NACA Executive Director or designee and the Chair of the Board of Directors upon consultation with the Office representative.

4. Upon confirmation by the NACA Executive Director, or designee, the Office representative will inform the firm/school/individual of the finding and sanction in writing, with a copy faxed to both the Vice Chair for Programs (if needed) and the NACA Executive Director or designee. The final decisions regarding sanctions are confidential and at the discretion of NACA, and should not be discussed with any other members, attendees or volunteers.

5. The procedures outlined above can be waived by the Executive Director, but only after consultation with the Chair of the Board of Directors.

6. Decisions regarding sanctions, other than termination, suspension or expulsion of membership or the banning from NACA events, are final. If termination, suspension, expulsion or banning from NACA events is recommended, the member, artist or volunteer has the option to appeal to the Appeal Committee of the Board of Directors.

7. Information on the violation and the sanctions imposed will be kept in the NACA Office, and will be used to help determine sanctions if the firm/school/individual is again found to have violated NACA policies.

Alleged violations by a member occurring other than at a NACA sponsored event or activity
1. Alleged infractions of policy should be reported to the NACA Executive Director or designee. In order for NACA to begin an inquiry, alleged infractions must be reported within 30 calendar days of their occurrence. Certain kinds of alleged infractions must be
documented in writing, and may not be made anonymously. The Executive Director will determine if an alleged infraction must be documented in writing.

2. Once notified of the alleged infraction, the Executive Director, or designee, will investigate the details of the infraction. If the Executive Director or designee deems the infraction has likely occurred, he/she will contact the Chair of the Board of Directors for a more complete discussion.

3. If the Executive Director and Chair of the Board of Directors conclude that a violation may have occurred, a phone meeting among the Executive Director and Chair of the Board of Directors and the accused will be conducted.

4. Any firm/school/individual allegedly violating policies will receive five business days written notice of the time and place of a phone conference and of the alleged policy violation. The notice will include details of the allegations made against the accused so that the accused may prepare for the phone conference and actively participate therein. Neither the accused nor NACA will be accompanied by legal counsel at such meeting or phone conference.

5. The Executive Director and Chair of the Board of Directors may conduct such additional investigation as they deem necessary and have the sole discretion to decide if the violation has occurred. If the finding is in the affirmative, the Executive Director will inform the firm/school/individual in writing of the decision. Past incidents may be taken into account in determining the level of sanctions to be imposed. The deliberations and final decisions regarding sanctions are confidential, and should not be discussed by any party with any other members.

6. The procedures outlined above can be waived or altered by the Executive Director, upon consultation with the Chair of the Board of Directors as needed; however, no termination, suspension or expulsion of membership may occur without the accused being given the opportunity to address the allegations as described in paragraphs 3 and 4 above.

7. Decisions regarding sanctions other than termination, suspension or expulsions of membership are final. If termination, suspension or expulsion is recommended, the member has the option to appeal to the NACA Appeals Committee of the Board of Directors.

8. Information on the violation and the sanctions imposed will be kept in the NACA Office, and will be used to help determine sanctions if the firm/school/individual is again found to have violated NACA policies.

Sanctions for Policy Violations
Below is a list of sanctions that NACA may impose for policy violations. NACA may impose sanctions in any combination and sequence that it deems appropriate for any of the violations listed above. As stated, any of the violations may result in the suspension,
expulsion, or termination of a member, or the expulsion or barring of an artist or volunteer from NACA sponsored event or activity. Sanctions include:

- Verbal or written warnings;
- Monetary fines, amount at the discretion of NACA;
- Loss of showcase, educational session or other activity;
- Expulsion from NACA event and immediate booth closure;
- Loss of opportunity to specify booth location preference for a specified period of time;
- Loss of opportunity to submit to showcase for a length of time to be determined by NACA;
- Suspension from participation in NACA events for a length of time to be determined by NACA, including permanently;
- Suspension of membership; or,
- Permanent loss of membership.

As provided in Section 2.18 of the Bylaws, except in the case of an on-site violation requiring immediate removal from an event, if the proposed sanction is termination or suspension or expulsion or banning from NACA event or activities, NACA will give a member/artist/volunteer written notice of his or her proposed suspension, expulsion, termination or ban and the reasons therefore at least fifteen (15) days before the proposed effective date of the suspension, expulsion, termination or ban.

If termination, suspension or expulsion of membership or ban is determined to be the appropriate sanction, the member/artist/volunteer in question shall be notified in writing and will have the option to appeal the decision to the NACA Appeals Committee of the NACA Board of Directors. The NACA Appeals Committee of the Board of Directors is made up of three members of the Board of Directors appointed by the Chair of the Board. On any appeal, the Appeal Committee’s decision will be final. The member/artist/volunteer shall have the opportunity to be heard by the NACA Appeals Committee in writing at least five (5) days before the proposed effective date of the suspension, expulsion or termination.

Any appeals must be made in writing, and must be filed within 10 days after the member receives the written notice of the sanction. In addition to any written submission that the member/artist/volunteer may wish to make in support of his/her appeal, the member/artist/volunteer has the right to request the opportunity to present his/her case to the NACA Appeals Committee of the Board by means of a telephone conference meeting. Neither the member/artist/volunteer nor NACA will have legal counsel at such telephone meeting. Based on the information submitted, the NACA Appeals Committee of the Board may affirm, modify or reverse the decision of the NACA Board Chair and Executive Director. The decision of the NACA Appeals Committee of the Board of Directors shall be final. Any notice shall be effective upon the first to occur of the following:

(i) upon receipt by the member to whom such notice is being given; or
(ii) five (5) days after being duly deposited in the United States mail, if mailed to the last address of the member shown on NACA’s records with first class
postage affixed; or
(iii) on the date shown on the return receipt, if sent by certified mail and sent to
the last address of the member shown on NACA’s records.

Payment of Fees and Fines
1. Any firm/school/individual found guilty of violations utilizing the above processes may
be liable for NACA’s attorney or legal fees associated with investigating or adjudicating
the incident.
2. All fines imposed hereunder shall be considered a civil debt owed to NACA by the
violator and shall be collectible as such. Fines shall be paid in cash, certified check or
credit card, immediately on demand by NACA. If fines are paid by credit card, and the
credit card is declined, there will be an additional $100 penalty imposed. The violator
will be unable to attend any NACA event until the fine and/or the penalty are paid. In this
case, no refunds for any functions/events the violator is unable to attend will be made.

Failure to pay fines may result in the imposition of additional penalties, such as removal
from the NACA event, cancellation of showcases or booths, etc.

Removal from NACA Event
If the penalty of removal from the event is imposed, the violator shall close its exhibit
and remove all materials and personnel from the Campus Activities Marketplace within
one hour of demand. Any person or agency failing to do so shall be considered a
trespasser and may be removed by legal process.

In the event of removal or cancellation of a showcase, booth from the Campus Activities
Marketplace, or removal from an event, the violator, by being allowed to participate in
the NACA event, waives all rights or claims arising from any loss or damage, actual or
potential, incurred thereby. If an artist is found in violation of a policy, the Office
representative has discretion to also enforce a removal also against the artist’s agency.
In the case of an agency, the violator shall be responsible for any loss or damage,
actual or potential, incurred or suffered by its principal and, as a condition of being able
to participate in the NACA event, agrees to defend, indemnify and hold harmless NACA
from any claim or loss sustained by NACA thereby, including attorney and court fees.
J. ASSOCIATION AWARDS AND RECOGNITION

1. Founders Award
The Founders Award is the Association’s highest honor, given to those individuals who, during the years, have given of their time and talents in such a way as to contribute significantly to NACA. They have exemplified the standards of professional integrity and conduct, have achieved stature in their profession or academic pursuits, hold the esteem of colleagues and peers, and have worked to further the field of campus activities programming.

Selection
Founders Award winners will be selected by a majority vote of the Board of Directors. Awards may be presented annually in one or both of the following categories: staff from member schools and associate members or individuals who retired from the field of campus activities or individuals who were at an associate firm prior to retirement. These categories recognize the unique and important ways in which each area of membership may contribute to the Association.

Criteria
Only members of the Association or someone who was a member prior to retirement may be nominated. A person who is a current Board of Director’s member is not eligible for consideration for the Founder’s Award. Names of individuals to be considered may be submitted in writing by any member of NACA. The Board of Directors may submit additional names for consideration. Letters of nomination should list the nominee’s activities with NACA, leadership positions, contributions in their professional or academic life, as well as three accompanying letters of recommendation. It will require a majority vote of the Board of Directors to award an individual the Founders Award, and the decision of the Board will be final.

The Board of Directors should actively seek nominations each year and develop a list of possible recipients. Nominees’ names will be kept on the active list for only three years, but the individuals can be nominated at any time after their names are deleted from the list.

Award Presentation
The award will be presented at the National Convention, during the Leadership Reception & Recognition Program. Recipients of the award will also be announced in Campus Activities Programming™ magazine.

• A Lifetime Membership to NACA is bestowed upon the recipient of the Founders Award at the time of the person’s retirement from the field.
• Recipients of the award will be announced during the National Convention and in Campus Activities Programming™ magazine.
• An appropriate award will be presented to each honoree, and each honoree will also be given a lifetime subscription to Campus Activities Programming™ magazine. A permanent plaque including names of the honorees will also be displayed in the NACA Office.
2. **Lifetime Membership Award**

Lifetime Membership in NACA is an honor given to individuals who have unselfishly and tirelessly contributed to NACA on either the regional or national level. Lifetime Membership is a way to recognize and express gratitude to school staff members, associate members, or NACA Office staff members who have given of themselves beyond the norm expected of volunteers or staff. Individuals who retired from the field of campus activities or individuals who were at an associate firm prior to retirement are also eligible. Privileges of Lifetime Membership include a subscription to *Campus Activities Programming™* magazine and a waiver of National Convention registration fees.

**Selection**

Lifetime Membership Award winners will be selected by a majority vote of the Board of Directors.

**Criteria for Selection**

The award will be presented to deserving members who have officially retired from work and may be presented to more than one person in any given year.

Persons may be nominated by any member of the Association, and the Board of Directors may nominate additional names for consideration. Letters of nomination should include a listing of the person’s activities within NACA as well as the date of their retirement.

**Award Presentation**

The Lifetime Membership Award will be presented at the National Convention, during the Leadership Reception & Recognition Program. Recipients of the award will also be announced in *Campus Activities Programming™* magazine.

3. **Patsy Morley Outstanding Programmer Award**

The Patsy Morley Outstanding Programmer Award was established to honor that individual who best exemplifies outstanding achievement in the field of campus activities advisement. This annual award honors the late Patsy Morley, a former chair of the NACA Board of Directors, who died in 1981.

**Criteria for Selection**

A committee will select by majority vote one individual who meets the following criteria:

- Is recognized as someone who has worked closely in the development of student leadership skills and creativity;
- Has developed activities programming as a viable co-curricular, educational activity of his/her institution;
- Has displayed good managerial skills;
- Is viewed by his/her colleagues as an educator;
- Has had an extraordinary impact on students’ lives and has earned their
Any student, staff, or associate member of NACA may submit nominations. In addition to the nomination form, two letters of recommendation must be included – one from a student organization of the nominee’s school and the other from a fellow staff member.

**Award Presentation**
A plaque and a “NACA Certificate of Professional Development” in the amount of $400 will be presented to the recipient of the award at the National Convention. This gift certificate may be used for institute registration, National Convention registration and/or printed materials from the Association. Recipients of the award will also be announced in *Campus Activities Programming™* magazine.

### 4. C. Shaw Smith New Professional Award

The C. Shaw Smith New Professional Award, established in February 1994, honors the memory of one of NACA’s most beloved founders. C. Shaw Smith’s influence, affection and energy in support of new professionals entering campus activities is reflected in this annual award to recognize individuals who demonstrate the potential and commitment for excellence in service to student leaders.

**Criteria for Selection**
A committee will select by majority vote one individual who:

- Has made a significant contribution to campus life as a new campus activities professional;
- Has shown long-term potential in the field of campus activities;
- Is viewed by colleagues as an educator;
- Displays genuine support and regard for students;
- Has been employed as a professional staff member in the field of student affairs for five years or less;
- Is currently employed as full-time (at least nine months a year) professional staff at a college or university.

A nomination form and the following additional information must be submitted:

- a letter of recommendation from the nominee’s supervisor;
- a letter of recommendation from a student leader;
- two letters of recommendation from colleagues/peers in the field; and
- a personal statement of campus activities/programming philosophy may be requested of nominees.

**Award Presentation**
A plaque and a “NACA Certificate of Professional Development” in the amount of $400 will be presented to the recipient of the award at the National Convention. This gift
5. Frank Harris Outstanding Student Government Advisor Award
The Frank Harris Outstanding Student Government Advisor Award honors NACA's first Chair of the Board of Directors. Frank Harris, who served as Chair from 1968-1969, advised student government associations throughout his professional tenure until his retirement in 1997. This annual award recognizes individuals who have the commitment to challenge and advise student government associations.

Criteria for Selection
A committee will select by majority vote one individual who meets the following criteria:

- is recognized as someone who has worked closely with student governments;
- displays genuine support and regard for students and their issues;
- is viewed by his/her colleagues as an educator;
- has had an extraordinary impact on student lives and has earned their respect; and
- is currently employed, and has been for at least nine months, as an advisor to a student government association at an NACA member institution.

Any student or staff member of NACA may submit nominations. In addition to the nomination form, three letters of nomination must be included – one from the student government association of the nominee’s school, one from a former student of the nominee and one from a fellow staff member.

Award Presentation
A plaque and a “NACA Certificate of Professional Development” in the amount of $400 will be presented to the recipient of the award at the National Convention. This gift certificate may be used for institute registration, National Convention registration, and/or printed materials from the Association. Recipients of the award will also be announced in Campus Activities Programming™ magazine.

6. Hall of Fame Award
The Hall of Fame Award was established to honor and recognize individuals or groups who have appeared on national or regional showcases and have distinguished themselves in the arts. Nominations may be submitted by any member of the Association.

Selection
Nominees will be reviewed and selected by the NACA Board of Directors.

Criteria for Selection
The selection criteria for this award are as follows: appearance on a NACA regional or national showcase, and demonstrated achievement, competence, and recognition in the performing or visual arts.

**Award Presentation**
The Hall of Fame Award will be presented during the NACA National Convention and highlighted in the March issue of *Campus Activities Programming™* magazine.

7. **Outstanding Diversity Achievement Award – Program**
This award was established to recognize programs at NACA member institutions that positively contribute to the development of a diverse culture on campus.

**Criteria for Selection**
The NACA Awards Committee will select, by majority vote, up to three programs annually for recognition. Criteria will include, but are not limited to, the following:

- program must have been offered since Nov. 15 of the previous year;
- program must have a demonstrated impact on enhancing the understanding of diversity awareness among the general campus community;
- program must demonstrate originality and innovation;
- program must exhibit effective implementation and evaluation procedures; and
- program must be offered at a current NACA member school.

A nomination form, a general description of the program highlighting the criteria outlined above, and the additional information outlined below must be submitted. Nomination materials should demonstrate that the program accomplishes at least two of the following additional criteria:

- fosters meaningful relationships between diverse student groups;
- challenges stereotypical perceptions of diverse populations;
- helps students learn to communicate effectively with people of varied backgrounds; and
- generates awareness and appreciation of diverse cultures.

**Award Presentation**
The Outstanding Diversity Achievement Award—Program will be presented at the NACA National Convention. Recipients of the award will also be announced in *Campus Activities Programming™* magazine.

8. **Outstanding Diversity Achievement Award – Individual**
This award was established to recognize individuals at NACA member institutions who have contributed positively to the development of programs and services promoting cultural diversity, understanding and/or awareness. These programs could be based at member institutions, or within NACA.

**Criteria for Selection**
The NACA Awards Committee will select, by majority vote, up to two awards annually. Criteria for selection include, but are not limited to, the following:
• individual’s contribution and service to diverse populations;
• individual’s demonstrated record for enhancing awareness and understanding of diverse cultures by the general campus or NACA community;
• quality and originality of programs and services developed and/or implemented by individual; and
• individual must be a current, full-time professional staff member at an NACA member institution.

Nomination materials should demonstrate that the individual has helped to accomplish at least two of the following additional criteria:
• foster meaningful relationships between diverse student groups;
• challenge stereotypical perceptions of diverse populations;
• help students learn to communicate effectively with people of varied backgrounds; and
• generate awareness and appreciation of diverse cultures.

A nomination form, a separate sheet indicating how the individual meets the criteria outlined above, and the following additional information must be submitted to the NACA Office:
• a letter of recommendation from the candidate's supervisor; and
• two letters of recommendation from two colleagues/peers in the field.

Professional staff and graduate students are eligible for nomination for this award. Individuals can be nominated by others or can nominate themselves.

Award Presentation
The Outstanding Diversity Achievement Award—Individual will be presented at the NACA National Convention. The recipient will also be announced in Campus Activities Programming™ magazine.

9. Associate Member Club
The Associate Member Club was established to provide special recognition to a group of associate member firms that have demonstrated exceptional commitment to the Association and its members. Associate members accepted into the Associate Member Club are considered to have made the campus activities market a priority for their businesses, to have chosen NACA as a principal organization through which their products, services, or programs may be marketed, and to have made a long-term commitment to supporting NACA’s programs and services and the college and university membership.

The Associate Member Club designation is provided to make all other school and associate members aware of the Club members’ commitment to the Association and the campus activities profession. The designation should be viewed as a statement that Club members have been able to maintain a successful business and may reasonably be expected to continue providing products, services, and programs to the campus
activities market in a professional and competitive fashion. The Associate Member Club designation further provides certain benefits and recognition to reward Associate Member Club members for their participation and involvement in NACA activities and programs.

The Associate Member Club designation does not imply NACA endorsement of the Club members’ firms, employees, products, services, or programs. Nor does the designation imply an endorsement or sanction of the business practices of the associate members receiving the Associate Member Club designation.

**Eligibility and Criteria**

- Current membership by an associate member firm.
- A minimum of five consecutive years’ membership, with a member becoming eligible upon receipt of the member’s application fee in the NACA Office for the fifth year’s membership.
- The member’s compliance with the NACA Statement of Business Ethics and Standards, with any member that receives sanctions resulting from a NACA Investigating Committee action maintaining eligibility for the Associate Member Club designation only upon review and approval of the NACA Board of Directors/Board of Trustees.
- Regional associate members who have upgraded to a national associate membership may apply one year’s regional associate membership credit towards eligibility to the Associate Member Club.
- Members who have changed company or agency names but have totaled five years' membership may maintain eligibility for the Associate Member Club only upon review and approval of the NACA Office.
- The Associate Member Club designation applies only to the associate member firm, agency, or Management Company, and not to individual owners, employees, or staff.
- If ownership of the associate member firm, agency, or management changes at any time during the associate member’s membership, the firm may maintain eligibility for the Associate Member Club only upon review and approval of the NACA Executive Director or designee.

**Selection Process**

- The NACA Office will be responsible for verifying membership status and for documenting the eligibility of associate members.
- Associate members will automatically receive the Associate Member Club designation when all eligibility and criteria provisions have been met, with each year’s membership noted in the membership database.
- The NACA Office will notify the associate member that the Associate Member Club designation has been earned, provide all appropriate benefits and recognition to the associate member.
Benefits and Recognition

- Associate Member Club members will receive the designation for the appropriate number of years of membership earned, beginning with five consecutive years and continuing with a new designation for each year of membership, i.e. five, six, seven, eight, etc.
- Club identification logo will be printed with the associate member listings in the National Convention Program.
- Associate Member Club members may use the Club identification logo in promotional material, advertising, letterhead, and informational mailings.
- Associate Member Club members will receive advance registration privileges for exhibit booth space and location at the National Convention, with the highest priority provided to the Club members achieving the longest membership status.
- Advertising discounts for each club level as follows:
  - 5 to 9 Years – 5% discount on insertion price for Programming ads (or advertising contract) and ANY National Convention Program ad. Ads of any size qualify.
  - 10 to 14 Years – 10% discount on insertion price for Programming ads (or advertising contract) and ANY National Convention Program ad. Ads of any size qualify.
  - 15-19 Years – 10% discount on ANY Programming ad (or advertising contract) and ANY National Convention Program ad.
  - 20-24 Years – 15% discount on ANY Programming ad (or advertising contract) and ANY National Convention Program ad.
  - 25 Years + - 20% discount on ANY Programming ad (or advertising contract) and ANY National Convention Program ad.

All discounts will be calculated from the current associate member advertising rate card and may not be combined with any other discount offer. Advertising agency discounts are not allowed.

10. NACA Member Tagline
An NACA member tagline is available to all current associate members for use in promoting their NACA membership to NACA member schools. The tagline is considered a graphic element, and reads as follows: “PROUD to be a MEMBER of NACA.”

The following guidelines apply to the use of this tagline:
- The member tagline can only be used by NACA members to indicate membership within the Association. It cannot be used to indicate an endorsement or any other affiliation;
- The member tagline cannot be used as a design element; it must appear in its original design as provided to the associate member by the NACA Office;
- The member tagline can be altered for size; however, no other alterations (such as changing the colors) are permitted;
- When used, the member tagline must be at least one inch in size;
• The member tagline may be used on printed pieces or Web sites. If used on Web sites, NACA requests that a link be provided that connects to the NACA homepage, and that the NACA Office be notified;

• The member tagline cannot be used on any materials that use discriminatory, sexist, harassing, offensive, insensitive or sexual language or visuals, or which are in the sole judgment of NACA, inappropriate;

• Inappropriate use of the NACA member tagline or any other NACA logo, or failure to follow the above guidelines, will be considered a violation of NACA policies and may result in the suspension, expulsion or termination of an associate or artist’s membership. Inappropriate use is determined solely at the discretion of NACA;

• If membership lapses, the member tagline can no longer be used.

For color printing or Web site use, the member tagline can be provided in electronic form. Please contact the NACA Office for details.
K. FOUNDATION BYLAWS

ARTICLE I
NAME

The name of the Corporation is the National Association for Campus Activities Educational Foundation.

ARTICLE II
PURPOSE

The Corporation is organized exclusively for educational purposes within the meaning of Section 501(c)(3) of the Internal Revenue Code of 1954. In connection therewith, it is organized and shall at all times be operated exclusively for the benefit of, to perform the functions of, or for and to carry out or assist in carrying out the purposes of the National Association for Campus Activities, and within the limitations of such purposes, to operate as a "supporting nonprivate foundation" as described in Section 509(a)(2) of the Internal Revenue Code of 1954, as amended, and to engage in any such lawful acts and activities as may further such purposes, and no others, and in support of no other organization.

No part of the net earning of the Corporation shall inure to the benefit of, or be distributable to its members, trustees, officers, or other private person, except that the Corporation shall be authorized and empowered to pay reasonable compensation for services rendered and to make payments and distributions consistent with and in furtherance of the purposes set forth above. No substantial part of the activities of the Corporation shall be the carrying on of propaganda, or otherwise attempting to influence legislation, and the Corporation shall not participate in, or interfere in (including the publishing or distribution of statements) any political campaign on behalf of any candidate for public office. Notwithstanding any other provision of these articles, the Corporation shall not carry on any other activities not permitted to be carried on (a) by a corporation exempt from federal income tax under Section 501(c)(3) of the Internal Revenue Code of 1954, as amended, or, (b) by a corporation, contributions to which are deductible under Section 170(c)(2) of the Internal Revenue Code of 1954, as amended.

ARTICLE III
OFFICES

The principal office of the Corporation shall be at such place in Columbia, South Carolina, as the Board of Trustees shall determine. Other offices may be established at such places and such times as the Board of Trustees may determine.

ARTICLE IV
BOARD OF TRUSTEES

A. Management
The affairs of the Corporation shall be managed by a Board of Trustees and all
powers of the Corporation shall reside therein.

B. Number and Membership
The number of Trustees shall be at all times equal to the number of members
serving on the Board of Directors of the National Association for Campus Activities
and each member serving thereon shall be a member of this Board of Trustees
during such term.

C. Resignation
Any trustee may resign at any time upon written notice thereof to the Secretary. Any
trustee may be removed for good cause by a majority vote of the Board of Trustees.
Vacancies created by the withdrawal or removal of a trustee shall be filled by
appointment of the Chair of the Board for the duration of the term.

D. Compensation
Trustees shall receive no compensation for their services as such, but by resolution
of the Board of Trustees, expenses for attendance at meetings or conduct of other
Foundation business may be allowed.

E. Executive Director
The Board of Trustees shall employ an Executive Director and determine the term of
office and compensation for service. The Executive Director shall serve as Principal
Administrative Officer of the Foundation and Secretary of the Board and shall be an
ex-officio, non-voting member of the Board and all committees, but shall not be
considered as a member of the Board for a quorum count.

ARTICLE V
MEETINGS

A. Annual Meeting
The Board of Trustees shall meet at least once annually at such time and place as
the Board may determine.

B. Special Meetings
Special meetings of the Board of Trustees may be held at such times and places as
may be required for the conduct of the Corporation’s affairs. A meeting may be
conducted by conference telephone call.

C. Notice
Notice of all annual and special meetings shall be given in writing at least ten (10) days prior to the date of the meeting. Notice of a special meeting shall state the purpose for which the meeting is called.

D. Quorum
At any meeting of the Board of Trustees, a majority of trustees then in office shall constitute a quorum.

E. Voting
All decisions of the Board shall be by majority vote unless a greater number is required by law or these Bylaws.

ARTICLE VI
OFFICERS

A. Number
The Officers of the Corporation shall be a Chair, an Immediate Past Chair, a Chair-elect, a Vice Chair for Programs, an Association Treasurer, and an Executive Director (who shall serve as Secretary).

B. Election
Officers shall be elected annually and shall take office on May 1 following their election and shall serve until their successors are elected and qualified. Vacancies may be filled by the Board for the unexpired portion of the term.

C. Removal
Officers may be removed by the Board whenever in its judgment the best interest of the Corporation would be served thereby. Such removal shall not be with prejudice to the contract rights, if any, of the person removed.

D. Duties
The officers shall have such powers and duties as the Board shall from time to time determine.

ARTICLE VII
COMMITTEES

A. Committees of Trustees
The Board of Trustees may establish such committees of its own members as it shall deem appropriate for the efficient management of the business of the Corporation and may delegate such authority to such committees as it shall deem appropriate. Provided, however, such delegation shall not relieve the Board nor any trustee of any responsibility imposed on it or him or her by law.
ARTICLE VIII
CONTRACTS AND FUNDS

A. Contracts
Contracts to which the Corporation shall be a party shall be executed by the Chair and the Secretary for the Corporation.

B. Funds
All funds of the Corporation shall be deposited to the credit of the Corporation in such banks and/or other depositories and in such accounts (including certificates, time deposits, or other investment accounts) therein as the Board may select. All checks, drafts, or orders for the payment of money notes or other evidences of indebtedness issued in the name of the Corporation shall be signed by such officer or officers as the Board shall determine. In the absence of such determination, such instruments shall be signed by the Chair and the Treasurer.

C. Contributions
The Board of Trustees may accept on behalf of and for the credit of the Corporation any contributions, gifts, grants, bequests, devices, or other stipends and payments for any purpose of the Corporation, but not for any purpose or upon any condition inconsistent with the purpose of the Corporation.

ARTICLE IX
BOOKS AND RECORDS

The Corporation shall keep correct and accurate books and records of account and minutes of meetings of members, directors, and committees. Such records shall be kept at the principal office of the Corporation and may be inspected by any member of the Board of Trustees or his/her agent or attorney for any proper purpose at any reasonable time.

ARTICLE X
FISCAL YEAR

The fiscal year of the Corporation shall commence on the first day of May of each year, and end at midnight on the last day of the following April.

ARTICLE XI
DISSOLUTION

Upon dissolution of the Corporation, the Board of Trustees shall, after paying or making provision for the payment of all of the liabilities of the Corporation, dispose of all of the assets of the Corporation exclusively for the purpose of the Corporation in such manner, or to such organization or organizations organized and operated exclusively for charitable, educational, religious, or scientific purposes as shall at the time qualify as an exempt organization or organizations under Section 501(c)(3) of the Internal Revenue
Code of 1954, as amended, and under the laws of the State of South Carolina, as the Board of Trustees shall determine. Any such assets not so disposed of shall be disposed of by the Court of Common Pleas of the county in which the principal office of the Corporation is then located, exclusively for such purposes or to such organization or organizations, as said Court shall determine, which are organized and operated exclusively for such purpose.

ARTICLE XII
WAIVER OF NOTICE

Whenever any notice is required to be given by these Bylaws or by the Articles of Incorporation or by law, a waiver thereof in writing signed by the person entitled to such notice, whether before or after the time stated in or required for such notice, shall be deemed the equivalent of such notice, unless prohibited expressly by law.

ARTICLE XIII
AMENDMENTS

These Bylaws, except for Article XI which shall be irrevocable, may be altered, amended, or repealed and new Bylaws may be adopted by a majority of the Board of Trustees at any duly noticed meeting, providing that such notice states the action proposed to be taken with respect to such alternation, amendment repeal, or adoption.
L. I.R.S. TAX EXEMPT CLASSIFICATION
The NACA Educational Foundation is exempt from Federal income tax under Section 501(c)(3) of the Internal Revenue Code. The Foundation is a publicly supported organization as described in Section 509(a)(2) of the Code. Individuals and corporations may make donations to the Foundation as charitable contributions. As a publicly supported organization, all programs and services of the NACA Educational Foundation must be available to anyone who wishes to participate in or purchase them regardless of NACA membership status.

M. SCHOLARSHIP COMMITTEE
The Scholarship Committee will by composed of four professional staff plus one student (note: the student may be from the Committee Chair’s institution). The committee is supported by appropriate NACA Office staff. Membership on the Scholarship Committee will be anonymous. The Chair of the Committee recommends persons to be appointed to the Scholarship Committee to the Chair of the Board of Trustees/Board of Directors.

♦ Reports to: Chair of the Board of Trustees/Board of Directors

♦ General Responsibilities: The Chair is responsible, with appropriate NACA Office staff, for administering the scholarship programs and funds of the NACA Foundation.

♦ Specific Responsibilities:
  • solicits scholarship applications;
  • promotes scholarship programs;
  • screens and selects scholarship recipients;
  • develops selection criteria, procedures and time lines for new scholarship programs;
  • follows NACA’s Non-Discrimination, Diversity Advancement and Affirmative Actions Principles to recommend others to fill available positions in the NACA leadership and takes the necessary steps to achieve a diverse Association both through the recruitment of volunteers and suggesting to the Board of Directors new or modified programs and services for the Association’s members;
  • makes recommendations to the Board of Trustees for new scholarship programs and policies.

♦ Term of Office: Two years. Term may be extended at the discretion of the Chair of the Board of Trustees.

Qualifications: A minimum of six to eight years’ involvement in student affairs, campus activities or NACA. Past member of the Board of Trustees preferred.
N. FOUNDATION SCHOLARSHIPS AND AWARDS

Currently serving members of the NACA Foundation Board of Trustees will not be eligible to receive scholarships provided by the NACA Foundation. Descriptions of each scholarship offered by the Foundation follow.

FUNDING METHODS:

A. Endowed Scholarships

An endowed scholarship is a perpetual award, given annually. No solicitation or publicity for funding a new scholarship may occur before approval by the Board of Trustees is received in writing. No fundraising to enhance the endowment of an existing scholarship may occur before approval by the Association Treasurer is received in writing.

Endowing a New Scholarship – A formal request to create a new scholarship must be directed to the Chair of the Board of Trustees at least 30 days prior to the February Convention Meeting for the Board. Written approval to create the scholarship must be received from the Board of Trustees prior to any fundraising or publicity for such scholarship. This request for a new scholarship must clarify the following information:

- Desired name for the new scholarship
- Intended purpose of the scholarship – to whom it will be awarded, etc.
- The amount for which the scholarship is to eventually be endowed if it is expected to be over and above the $10,500 minimum
- The intended amount of the scholarship
- The criteria to be utilized by the Foundation Scholarship Committee when completing selection
- The timeline expected to raise the appropriate funds
- The date the first scholarship is intended to be awarded

Fundraising to Enhance the Endowment of an Existing Scholarship – A formal request to hold a fundraising activity to make a donation to an existing scholarship endowment must be directed to the Association Treasurer. This request must be approved before any activity may be advertised to specify the named-scholarship for which the funds are being raised. The request must clarify the following information:

- The name of the scholarship
- A detailed description of the fundraising activity
- Project manager responsible for organizing the fundraising activity.

Policies Governing Scholarship Endowments – The following policies govern the establishment and administration of NACA Foundation Scholarship Endowments:

- After a scholarship is approved by the Board of Trustees, an agreement regarding the establishment of a scholarship endowment between the donors and the NACA Foundation will be executed at the time an endowment is established. This agreement will specify such things as name of award, criteria for selection, length of time permitted for donor to create a balance in the fund sufficient to support a perpetual award, promotion of the award, details regarding
fund administration, etc.

- All qualified applicants, based on the qualifications outlined for each individual scholarship, are eligible to receive NACA Foundation scholarships. Non-members are encouraged to apply. However, some general restrictions may be identified as selection criteria (e.g., applicant must be a full-time student, have a minimum GPA, etc.). Awards established after September 1, 2004, may not include criteria that restrict the region in which the applicant resides.

- All scholarship programs endowed by the NACA Foundation will be administered by an anonymous Scholarship Committee, appointed by the Chair of the Board of Trustees, with support from the NACA Office staff. The committee will make the selections of all scholarship recipients.

- Scholarships created before September 1, 2004 shall maintain a corpus of at least $6,000 to remain financially sound, but funding bodies may not establish new scholarships until the corpus of their existing scholarship(s) reaches a minimum of $10,500 (note: this will allow for a $500 annual award). During the period in which the funding body is increasing the endowment of an existing scholarship, the annual financial award may be increased in $100 increments (i.e., when the corpus reaches $8,400 the scholarship award may be increased to $400). No more than five percent of the corpus may be awarded in any given year. Should the corpus drop below the minimum level, the activity in the fund will be frozen and a scholarship will not be awarded until the fund is again financially sound.

- Scholarships created on or after September 1, 2004, shall maintain a corpus of at least $10,500 to remain financially sound (note: this will allow for a $500 financial award after one year of endowment at the minimum level). Scholarship funding bodies are strongly encouraged to build all scholarship endowments to a corpus of $21,000, which will allow for a $1,000 annual award. No more than five percent of the corpus may be awarded in any given year. Should the corpus drop below the minimum level, the activity in the fund will be frozen and the scholarship will not be awarded until the fund is again financially sound.

- A percentage of earned income of each scholarship endowment shall remain in the fund to maintain the health of the fund and ensure that the value of the award remains constant over time.

- At the discretion of the Finance Committee, Foundation endowed fund accounts for awards/scholarships will be charged an annual fee to partially cover the costs of administering funds.

- The first award from any newly established endowment will be made a minimum of 12 months after receiving the full amount of the endowment, unless otherwise specified in the endowment agreement.

B. Unrestricted Contributions

Funds raised at regional conferences for the NACA Foundation will be allocated in the following manner:

- 60% to the NACA Foundation Scholarship fund(s) determined by the Regional Conference Program Committee;
- 15% for the corpus of the Regional Council Scholarship 15% to the corpus of the
Multicultural Scholarships; and,
• 10% to the corpus of the Board of Trustees Endowment Fund.

Any contributions received by the Foundation that are not designated for a specific purpose will be placed in the Board of Trustees Endowment Fund.

SCHOLARSHIP DESCRIPTIONS

1. 1239 Alan Davis Scholarship
The Alan Davis Scholarship was established by Fluent in 2014 to honor Alan Davis’ commitment to innovation and entrepreneurship throughout his tenure. In 2007, Alan, along with TRP Sports and Marketing created Campus Entertainment, now Fluent, which provides paid internships, live events, speakers and other experiential learning opportunities to students while also creating a non-dues revenue stream for NACA.

This scholarship is an annual, entrepreneurial-based award for one outstanding undergraduate. The Alan Davis Scholarship recipient possesses an inspired spirit and creative spark. This individual is innovative and forward thinking in regards to the events and opportunities available to the student body. The awarded scholar embodies the core qualities of both NACA and Fluent: creativity, originality, pride for his/her school, and unparalleled ambition and vision. The fund, administered by the NACA Foundation is maintained by an annual contribution from Fluent of $5000.

Selection
All scholarship recipients will be selected by an anonymous Scholarship Committee appointed by the Chair of the Board of Trustees.

Criteria
Applicants for the Alan Davis Scholarship must:
• Be matriculated full time undergraduate students, sophomore or higher, in good standing at the time of application and during the academic term in which the scholarship is awarded;
• Maintain a grade point average of 3.0 or higher;
• Be active in at least two on-campus student organizations or activities
  o Hold significant leadership position in one organization;
• Have demonstrated original and entrepreneurial efforts (on or off campus);
• Have made significant contributions to their campus communities;
• Have demonstrated leadership skills and abilities.

Application Procedures
In order to apply for the Alan Davis Scholarship, candidate must be nominated by a NACA or Fluent campus contact. The following materials must be received in the NACA Office no later than June 1:
• A completed and signed application form.
• Official transcript
• Resume or description of all campus involvement and leadership roles
• A letter of recommendation from nominator forwarded separately to the NACA Office. This letter should verify the applicant's leadership positions, responsibilities, skills and ability, training, and accomplishments.
• Scholarship Essay Submission (word count 750 – 1500)
  o Elaborate on a particular event you created or project you spearheaded.
  o Explain the biggest personal impact of initiating this project.
  o What was the biggest struggle you faced in starting your project and what steps did you take to overcome this adversity?
  o How have you been an entrepreneur on your campus or shown an innovative spirit?
• A verification of the applicant’s current enrollment status from the college/university registrar.

2. 1200-1206 Scholarships for Student Leaders
One means by which the NACA Foundation demonstrates its commitment to the development of professionals in the field of campus activities is through providing scholarships to undergraduate students who have demonstrated outstanding leadership abilities and made significant contributions to their campus communities. The Scholarships for Student Leaders Program, established in 1985, was created through donations to the 25 For 25 Drive, a silver anniversary fund-raising project of the NACA Foundation. Seven scholarships have been created under this program and are designated in the following manner:
• 1200 an unnamed Scholarship for Student Leaders. (1985)
• 1206 the Public Media Incorporated/Films Incorporated Scholarships for Student Leaders; (1985)
• 1201 the NACA Central/Mid America Scholarship for Student Leaders (NACA Central/Mid America Regions); (1992)
• 1202 the NACA Mid Atlantic Thomas E. Matthews Scholarship for Student Leaders (NACA Mid Atlantic Region); (1992) and
• 1203 the NACA Central/Northern Plains Scholarship for Student Leaders (NACA Central/Northern Plains Regions); (1992)
• 1205 the NACA Mid America/Mid Atlantic Joseph D. Giampapa Scholarship for Student Leaders (NACA Mid America/Mid Atlantic Regions); (1992)
• 1204 the NACA Northeast Scholarships for Student Leaders (NACA Northeast Region); (1993)

Scholarships are to be used for educational expenses, including tuition, books, fees or other related expenses. Scholarships will be announced in February.

Selection
All scholarship recipients will be selected by an anonymous Scholarship Committee appointed by the Chair of the Board of Trustees

Criteria
Applicants for the Student Leaders Scholarship Program must: Be matriculated undergraduate students in good standing at the time of the application and during the semester in which the scholarship is awarded;

- Hold significant leadership positions on their campuses;
- Have made significant contributions to their campus communities;
- Have demonstrated leadership skills and ability.

Application Process
In order to apply for an NACA Foundation Student Leaders Scholarship, the following materials must be received in the NACA Office no later than November 1:

- A completed and signed application form;
- At least two letters of recommendation from administrators or faculty members who are well acquainted with the applicant as a student leader. These letters should specify the applicant’s leadership positions, responsibilities, skills and ability, training and accomplishments;
- A resume or description of the applicant’s leadership activities, skills and ability, training and accomplishments;
- A verification of the applicant’s current enrollment status from the college/university registrar.

3. 1234 NACA Mid Atlantic Undergraduate Scholarship for Student Leaders
The NACA Mid Atlantic Undergraduate Scholarship for Student Leaders, established in 1995, was created through an endowment by the former NACA East Coast Region to the NACA Foundation. The fund provides for up to two scholarships annually, which are intended to be used for educational purposes, such as tuition, fees, books, etc. Scholarships are made in spring/summer, with checks mailed to recipients upon verification of enrollment.

Selection
All scholarship recipients will be selected by an anonymous Scholarship Committee appointed by the Chair of the Board of Trustees.

Criteria
Applicants must:

- Be matriculated undergraduate students in good standing at the time of their application and during the semester in which the scholarship is awarded;
- Maintain a grade point average of 2.5 (on a 4.0 scale);
- Demonstrate significant leadership skills and ability;
- Hold a significant leadership position on campus or in the community;
- Have made significant contributions via volunteer involvement, either on or off campus;
- Be enrolled in a college or university within the NACA Mid Atlantic Region.

NACA membership or involvement is not a criterion for selection.
Application Process
To apply, the following materials must be received in the NACA Office no later than March 31:

- A completed and signed application form;
- At least two letters of recommendation, which may be attached to the application form or forwarded separately to the NACA Office. These letters should be from administrators or faculty members who are well acquainted with the applicant as a student leader, and should specify the applicant’s leadership positions, responsibilities, skills and ability, training and accomplishments;
- A resume or description of the applicant’s leadership activities, skills and ability, training and accomplishments;
- A verification of the applicant’s current enrollment status from the college/university registrar.

4. 1220 NACA Northern Plains Student Leadership Scholarship
The NACA Northern Plains Regional Student Leadership Scholarship, established in 1996, is designed to assist students pursuing graduate or undergraduate study leading toward a career in student activities or a related student services field. Scholarships are credited directly to the institution in which the student is enrolled to cover tuition, fees, and related educational expenses, upon certification of enrollment by the institution’s registrar. The scholarship endowment provides for one annual award, and is non-renewable. If a recipient does not need to make full use of the award for tuition, fees, and related educational purposes, the student may use the remaining funds toward institutional expenses the following year, or may return the unused funds to the NACA Foundation.

Selection
All scholarship recipients will be selected by an anonymous Scholarship Committee appointed by the Chair of the Board of Trustees. The Selection Committee will give primary consideration to:

- The undergraduate record of academic achievement;
- Involvement in and contribution to the NACA Northern Plains Region by a student from a NACA Northern Plains Region college or university; and,
- Potential for success in the field of campus activities.

Secondary consideration will be given to:

- Involvement in and contributions to campus activities and/or campus activities related employment;
- Involvement in and contribution to other regional organizations; and,
- Presentation of written application materials and supporting documents.

Criteria
Applicants must:
• Be a matriculated undergraduate or graduate student in good standing and enrolled in the equivalent of at least six semester credits at the time of the application and during the semester in which the scholarship is awarded;
• Be either currently enrolled in, or have received a degree from, a college or university within the NACA Northern Plains Region;
• Have demonstrated leadership skill and significant service to their campus community.

NACA membership or involvement is not a criterion for selection.

Application Process
To apply, the following materials must be received in the NACA Office no later than January 15:
• A completed and signed application form;
• A resume or description of relevant educational experiences, involvement in and contributions to the NACA Northern Plains region, campus and community activities, and employment;
• An official transcript of all college-level work completed from each college or university attended;
• Three letters of reference.

5. 1228 NACA South Student Leadership Scholarship
The NACA South Student Leadership Scholarship, endowed by the former NACA Southeast Region, was established in 1994 to recognize the achievements of undergraduate student leaders enrolled at colleges and universities in the former NACA Southeast Region. The fund provides up to four scholarships annually. Awards are intended to be used for educational purposes, such as tuition, fees and books. Selections will be made in the summer, and scholarships will be mailed to recipients no later than August 1.

Selection
All scholarship recipients will be selected by an anonymous Scholarship Committee appointed by the Chair of the Board of Trustees.

Criteria
Applicants must:
• Be full-time, matriculated undergraduate students in good standing at the time of the application and during the semester in which the award is received;
• Demonstrate significant leadership skill and ability;
• Hold a significant leadership position on campus;
• Have made significant contributions via volunteer involvement, either on or off-campus; and,
• Be enrolled in a college or university within the NACA South Region.

NACA membership or involvement is not a criterion for selection.
Application Process
To apply, the following materials must be received in the NACA Office no later than March 31:

- A completed and signed application form;
- A least two letters of recommendation, which may be attached to the application form or forwarded separately to the NACA Office. These letters should be from administrators or faculty who are well-acquainted with the applicant as a student leader, and should specify the applicant’s leadership positions, responsibilities, skills and ability, training and accomplishments;
- A resume or description of the applicant’s leadership activities, skills and ability, training and accomplishments; and,
- A verification from the college/university registrar confirming the applicant’s enrollment status.

6. 1210 – 1213 McCullough, Brattain & Daugherty Scholarships
One means by which the NACA Foundation demonstrates its commitment to the development of professionals in the field of campus activities is through providing scholarships to individuals pursuing graduate work in preparation for, or to enhance, a career in campus activities. NACA offers the following graduate scholarships—The Donald L. McCullough Memorial Scholarship Fund, established in 1984, provides for up to five awards to students nationally and up to two awards to students in the NACA Northeast region; the William E. Brattain Graduate Scholarship Fund, established in 1993; and the Hayward M. “Skip” Daugherty, Jr. Graduate Scholarship Fund, established in 1994 provide one scholarship each for students in the NACA Central/Mid America regions and NACA Mid America/Mid Atlantic regions respectively.

Selection
All scholarship recipients will be selected by an anonymous Scholarship Committee appointed by the Chair of the Board of Trustees.

Criteria
Graduate scholarships are awarded annually to individuals pursuing a master’s or doctorate degree in student personnel services or a related area. Applicants for graduate scholarships must:

- Have graduated from a four-year college or university with a minimum grade point average of 2.5;
- Be matriculated in a master’s or doctorate degree program in student personnel services or a related area, and provide proof of acceptance and matriculation into an accredited graduate school;
- Have demonstrated experience and involvement in campus activities and be committed to pursuing a career as a campus activities professional.

Application Procedures
Applicants for graduate scholarships are solicited in the spring; however, applications will be accepted year-round. Scholarships are awarded in August. Additional scholarships may be considered throughout the year, based on the availability of funds.
In order to apply for an NACA Foundation Graduate Scholarship, the following materials must be received in the NACA Office by May 30:

- A completed application form;
- One copy of the applicant’s undergraduate and graduate academic transcript(s);
- A summary (resume or vita) of the applicant’s volunteer (campus, community or organization) and employment activities related to campus activities;
- Two to four letters of reference from professors, advisors or employers who are familiar with the applicant’s experience related to campus activities.

### 7. 1233 NACA Mid Atlantic Graduate Student Scholarship

The NACA Mid Atlantic Graduate Student Scholarship, established in 1995, was created through an endowment by the former NACA East Coast Region to the NACA Foundation. The fund provides for up to two scholarships annually, which are intended to be used for educational purposes, such as tuition, fees, books, etc. Scholarships are made in spring/summer, with checks mailed to recipients upon verification of enrollment. Applicants for the NACA Mid Atlantic Graduate Student Scholarship are solicited in the spring; however, applications will be accepted year-round.

**Selection**

All scholarship recipients will be selected by an anonymous Scholarship Committee appointed by the Chair of the Board of Trustees.

**Criteria**

Applicants must:

- Be matriculated in a master’s or doctorate degree program in student personnel services or a related area, and provide proof of acceptance and matriculation into an accredited graduate school within the NACA Mid Atlantic Region;
- Have demonstrated experience and involvement in campus activities and be committed to pursuing a career as a campus activities professional.

NACA membership or involvement is not a criteria for selection.

**Application Process**

To apply, the following materials must be received in the NACA Office by May 30:

- A completed application form;
- One copy of the applicant’s undergraduate and graduate academic transcript(s);
- A summary (resume or vita) of the applicant’s volunteer (campus, community or organization) and employment activities related to campus activities;
- Two to four letters of reference from professors, advisors or employers who are familiar with the applicant’s experience related to campus activities.
8. **1230, 1238 Multicultural Scholarship Program**
The Multicultural Scholarship Program is part of the NACA Foundation’s affirmative action effort to increase the participation of people of color or ethnic minority individuals in the field of campus activities. The Program, established in 1981, is designed to provide economic assistance to qualified under-represented programmers, allowing them to attend NACA-sponsored training workshops, regional conferences and National Conventions.

Up to four scholarships will be awarded annually. The awards are for registration only; travel is not included. One of the four scholarships was endowed by the former NACA New England Region, established in 1996, and is now designated for a student or staff member at a college or university within the current NACA Northeast Region.

**Selection**
All scholarship recipients will be selected by an anonymous Scholarship Committee appointed by the Chair of the Board of Trustees.

**Criteria**
Applicants are to be identified as members of the Black, Latina/Latino, Native American, Asian American, or Pacific Islander ethnic minorities. NACA membership is not a prerequisite for applicant consideration.

**Application Procedures**
In order to apply for an NACA Foundation Multicultural Scholarship, the following materials must be received in the NACA Office by May 1
- A completed application form; and,
- At least one letter of recommendation from someone well acquainted with the applicant which should address his/her involvement in student activities and potential in the field. This recommendation should also affirm his/her ethnic minority status, financial need, and that he/she will be in the campus activities field at least one year following the program for which a scholarship is being sought.

**Follow-up**
Recipients must submit a brief report (350-600 words) that describes the program and specifies how it met their professional development objectives to NACA following the program. The report must be submitted within 30 days of completion of the program.

9. **1231 Barry Drake Professional Development Scholarship**
The Barry Drake Professional Development Scholarship, endowed by the former NACA Southeast Region, was established in 1995 to provide financial assistance to NACA associate members for professional development activities. Such activities may include, but are not limited to, attendance at conferences, National Conventions, workshops, seminars or payment of costs related to pursuit of a certificate or degree. The fund provides up to $500 to be awarded annually. Scholarships are distributed to recipients at the time they are needed to pay registration fees.
Selection
All scholarship recipients will be selected by an anonymous Scholarship Committee appointed by the Chair of the Board of Trustees

Criteria
Applicants for the Barry Drake Professional Development Scholarships must:
- Be NACA national associate members or employees of associate member firms at the time the award is given;
- Submit a letter of proposal that specifically outlines the manner in which the award will be used to further the applicant’s professional development objectives. This proposal should also state how the program would benefit the award recipient.

Other considerations include the following:
- Scholarships will be given to individuals, not to firms or organizations, and are intended for individual use;
- Scholarships may not be used to fund attendance at NACA conferences or National Conventions where the associate member is exhibiting or actively marketing services;
- The scholarship may be paid directly to the program/institution or may be given to the recipient, in which case a receipt for the program or course registration must be submitted to the NACA Foundation within 15 days.

Application Process
To apply for the Barry Drake Professional Scholarship, the following materials must be received in the NACA Office no later than August 1:
- A completed and signed application form;
- A letter of proposal which specifically outlines the manner in which the scholarship will be used to further the applicant’s professional development objectives and how the program will benefit the award recipient. The proposal should be no more than two pages in length;
- Supporting materials that further describe the program or course for which funding is requested and verify the amount being requested;
- A current resume or vita;
- At least one letter of recommendation from someone familiar with the applicant’s professional development effort who can speak to why participation in the program or course of study would benefit the applicant.

Follow-up
Recipients must submit a 500-1000 word statement describing the program and how participation met their professional development objectives within 30 days of completing the program.

10.1229 NACA Mid Atlantic Associate Member Professional Development Scholarship
The NACA Mid Atlantic Associate Member Professional Development Scholarship, endowed by the former NACA East Coast Region, was established in 1995 to provide financial assistance to NACA associate members for professional development activities. Such activities may include, but are not limited to, attendance at conferences, National Conventions, workshops, seminars, or payment of costs related to pursuit to a certificate or degree. The fund provides up to $500 to be awarded annually. Scholarships will be distributed to recipients at the time they are needed to pay registration fees.

Selection
All scholarship recipients will be selected by an anonymous Scholarship Committee appointed by the Chair of the Board of Trustees.

Criteria
Applicants for a NACA Mid Atlantic Associate Member Professional Development Scholarship must:

- Be an NACA associate member or employee of an associate member firm within the NACA Mid Atlantic Region at the time the award is given;
- Submit a letter of proposal that specifically outlines the manner in which the scholarship will be used to further the applicant’s professional development objectives. This proposal should also state how the program would benefit the scholarship recipient.

Other considerations include the following:

- Scholarships will be given to individuals, not to firms or organizations, and are intended for individual use;
- Scholarships may not be used to fund attendance at NACA conferences or National Conventions where the associate member is exhibiting or actively marketing services;
- The scholarship may be paid directly to the program/institution or may be given to the recipient, in which case a receipt for the program or course registration must be submitted to the NACA Foundation within 15 days.

Application Process
To apply for the NACA Mid Atlantic Associate Member Professional Development Scholarship, the following materials must be received in the NACA Office no later than August 1:

- A completed and signed application form;
- A letter of proposal which specifically outlines the manner in which the award will be used to further the applicant’s professional development objectives and how the program will benefit the award recipient. The proposal should be no more than two pages in length;
- Supporting materials that further describe the program or course for which funding is requested and verify the amount being requested;
- A current resume or vita;
• At least one letter of recommendation from someone familiar with the applicant’s professional development effort who can speak to why participation in the program or course of study would benefit the applicant.

Follow-up
Recipients must submit a 500-1000 word statement describing the program and how participation met their professional development objectives within 30 days of completing the program.

11. 1232 NACA Mid Atlantic Higher Education Research Scholarship
The NACA Mid Atlantic Higher Education Research Scholarship was established in 1995 by the former NACA East Coast Region. The scholarship provides funds for research projects designed to add to the college student personnel knowledge base, particularly those projects which focus on campus activities, address issues challenging student affairs practitioners and/or issues challenging higher education as they relate to campus activities. The fund provides up to $500 to be awarded annually. Scholarship selection will be made in the summer with funds distributed to recipients in early fall.

Selection
All scholarship recipients will be selected by an anonymous Scholarship Committee appointed by the Chair of the Board of Trustees.

Criteria
• Applicants for the NACA Mid Atlantic Higher Education Research Scholarship must show that their research will add to the college student personnel knowledge base, particularly campus activities, or address issues challenging student affairs practitioners or higher education as they relate to campus activities.
• Be a student enrolled or professional employed in colleges and universities in the NACA Mid Atlantic Region at the time the award is given;
• NACA membership or involvement is not a criterion for selection.

Application Process
To apply for the NACA Mid Atlantic Higher Education Research Scholarship, the following materials must be received in the NACA Office no later than June 15:
• A completed and signed application form;
• A written statement from the applicant detailing—
  o A statement of the problem
  o Purpose of the project
  o Plan and timeline to address the question
  o Anticipated results, including types of evidence to indicate objectives were achieved
  o A statement of the project’s anticipated contribution to the profession
o Proposed budget that identifies anticipated income from all sources
o Qualifications of those conducting research
o Plans to evaluate the project
  • A letter of support from applicant’s supervisor, major professor, department head, or other appropriate individual, indicating applicant has support for and permission to conduct research.

Follow-up
Recipients must submit a summary of results and final report to the NACA Foundation within 60 days of completion of the project.

12. 1235 Lori Rhett Memorial Scholarship
The Lori Rhett Memorial Scholarship, endowed by the former NACA Pacific Northwest Region in 1996, was created to recognize the achievements of undergraduate or graduate student leaders enrolled in colleges and universities located in the former NACA Pacific Northwest Region. The fund will provide for one annual award. Awards are to be used for educational purposes, such as tuition, fees and books. Selection will be made in the summer and the recipient will be announced at the NACA West regional conference.

Selection
All scholarship recipients will be selected by an anonymous Scholarship Committee appointed by the Chair of the Board of Trustees.

Criteria
Applicants must:
• Be matriculated undergraduate or graduate students with a cumulative GPA of 2.5 or better at the time of the application and during the term in which the award is received;
• Demonstrate significant leadership skills and abilities;
• Hold a significant leadership position on campus;
• Have made significant contributions via volunteer involvement, either on or off campus; and,
• Be enrolled in a college or university within the NACA West Region.

NACA membership or involvement is not a criterion for selection.

Application Process
To apply, the following materials must be received in the NACA Office no later than June 30:
• A completed and signed application form;
• At least two letters of recommendation, which may be attached to the application form or forwarded separately to the NACA Office. These letters should be from administrators or faculty who are well-acquainted with the
applicant as a student leader, and should specify the applicant’s leadership positions, responsibilities, skills and abilities, training and accomplishments;

• A resume or description of the applicant’s leadership activities, skills and abilities, training and accomplishments;

• An official verification of the applicant’s current enrollment status and a copy of academic transcripts from the college/university registrar.

13. 1208 Zagunis Student Leader Scholarship
The Zagunis Student Leader Scholarship was established in 1998 by the former NACA Great Lakes region to provide financial assistance to undergraduate or graduate student leaders enrolled in colleges and universities located in the former NACA Great Lakes region. Current undergraduate or graduate students in attending a college or university in the NACA Mid America and Mid Atlantic regions are eligible to apply. The scholarship is to be used for educational purposes, such as tuition, fees and books.

Selection
All scholarship recipients will be selected by an anonymous Scholarship Committee appointed by the Chair of the Board of Trustees.

Criteria
A committee will select an individual who meets the following criteria:

• Matriculated undergraduate or graduate student with a cumulative GPA of 3.0 or better at the time of the application and during the academic term in which the scholarship is awarded;

• Demonstrates significant leadership skills and abilities;

• Holds a significant leadership position on campus;

• Made significant contributions via volunteer involvement, either on or off campus; and,

• Be enrolled in a college or university within the NACA Mid America and Mid Atlantic Regions.

Application Process
The following must all be received in the NACA Office by November 1:

• A completed and signed application form;

• At least two letters of recommendation:

• A resume of the applicant’s leadership activities, skills, abilities and accomplishments; and,

• An official verification of the applicant’s current enrollment status and a copy of academic transcripts from the college/university registrar.

14. 1221 Ross-Fahey Scholarships
The Ross-Fahey Scholarships were established in 1999 by the former NACA New England region to provide financial assistance to graduate student leaders enrolled and new professionals employed in colleges and universities in the NACA Northeast region.
The scholarships are to be used for educational purposes, such as tuition, fees and books or for professional development purposes, such as conference fees. The amount of the scholarships will be determined annually based on the activity of the fund. Up to two scholarships will be given annually.

Selection
All scholarship recipients will be selected by an anonymous committee appointed by the NACA Northeast Regional Coordinator.

Criteria
A committee will select individuals who meet the following criteria:

- Matriculated graduate student or staff member employed at a member school;
- Demonstrates significant leadership skills and abilities; and
- Made significant contributions via volunteer involvement, either on or off campus.

Application Process
Candidates may be nominated by others or may self nominate. The following must be received in the NACA Office by October 1.

- A completed and signed application form;
- Letter of recommendation from the candidate’s current supervisor; and
- A description or resume that highlights the applicant’s activities, abilities and accomplishments.

In order to receive the scholarship payment, an official verification of the recipient’s current enrollment/employment status will need to be mailed promptly to the NACA Office.

15.1207 Markley Scholarship
The former NACA South Central Region established the Markley Scholarship in 1983. The scholarship is named for Larry Markley, the acknowledged founder of the South Central region. The scholarship is to be used for educational purposes, such as tuition, fees and books. The purpose of this scholarship is to recognize and honor involved students who have made significant contributions to the Central region and are located in the NACA Central region. Up to two scholarships may be awarded annually.

Selection
All scholarship recipients will be selected by an anonymous Scholarship Committee appointed by the Chair of the Board of Trustees.

Criteria
A committee will select individuals who meet the following criteria:

- Strong involvement in and contribution to the NACA Central region;
- Continued potential in the field of student activities;
- Involvement in and contributions to the field of student activities and/or
Involvement in and contributions to other organizations;
• Classified as a junior, senior or graduate student at a four-year school in the NACA Central region or be a sophomore at a two-year school in the NACA Central region; and
• Have a minimum of a 2.5 cumulative grade point average.

Application Process
The following must be received in the NACA Office by the September deadline:
• A completed and signed application form;
• A current resume that highlights the applicant’s activities, abilities and accomplishments;
• Any supporting materials that may enhance your candidacy.

16.1222 Tese Caldarelli Memorial Scholarship
The Tese Caldarelli Memorial Scholarship was established in 1999 by the former NACA Great Lakes to provide financial assistance to undergraduate or graduate student leaders enrolled in colleges and universities in the NACA Mid America and Mid Atlantic regions. The scholarships are to be used for educational purposes, such as tuition, fees and books or for professional development purposes, such as conference fees.

Selection
All scholarship recipients will be selected by an anonymous Scholarship Committee appointed by the Chair of the Board of Trustees.

Criteria
A committee will select individuals who meet the following criteria:
• Is a matriculated undergraduate or graduate student with a cumulative GPA of 3.0 or better at the time of the application;
• Demonstrates significant leadership skills and abilities;
• Holds a significant leadership position on campus; and
• Makes significant contributions via volunteer involvement, either on or off campus.

Application Process
The following must be received in the NACA Office by the November deadline:
• A completed and signed application form;
• At least two letters of recommendation;
• A resume of the applicant’s activities, skills, abilities and accomplishments; and
• Official verification of the applicant’s current enrollment status and a copy of academic transcripts from the college/university registrar.
17. Harvey Delaney Fund
Information to come.

18. 1237 Advancing Research in Campus Activities Award
The Advancing Research in Campus Activities Award was established in 2009. The purpose of the Advancing Research in Campus Activities Award is to provide monetary support to NACA members who are conducting research in the field of higher education, student affairs or campus activities. An amount of $1,500 will be budgeted each year, with $500 given for each award.

The following process is established to assist those who desire to access NACA members for assessment reasons. In order to prevent members from being burdened by participation in multiple assessment requests, only three requests will be honored per fiscal year.

Guidelines for Selection
The following ideology will serve as the basis for selection and guidance for all research that will be considered. Selection will be made through a cooperative effort by the NACA Director of Education and Research and the NACA Chair of the Board.

- Requests will only be considered from NACA members for this award.
- Requests for support must be for research conducted in higher education, student affairs or campus activities.
- Requests must comply with the NACA Statement of Professional Ethics and the NACA Non-Discrimination, Diversity Advancement and Affirmative Action Principles.
- Requests for support may not come from current members of the NACA Board of Directors.
- Requests for support must adhere to rules of confidentiality and privacy as is consistent with ethical research practices, and as is outlined by the institution review process with the researcher’s committee. A copy of approval for the research from the committee must be included in the application.
- Requests must be accompanied by an abstract/proposal of the dissertation or thesis. The researcher must be willing to have this information potentially posted on the NACA Web site.
- Requests must include a timeline for completion, noting that research must be completed within a year of the monetary award.

Application Procedures
In order to apply for the NACA Advancing Research in Campus Activities Award, the following materials will be accepted in an open application process throughout the year. Applications will be reviewed by the Research Award Committee. Only three requests will be honored per fiscal year.

- A completed and signed application form.
- A letter of approval from the institution review committee.
- A resume of the researcher.
• Verification of the applicant’s status as a student conducting research for a thesis or dissertation.
• An abstract/proposal of the dissertation or thesis.

Follow-Up
Award winners must submit a summary of results and an article for publication to the NACA Director of Education and Research within two months of completion of the project.

19. 1237 NACA Research Grant

The NACA Research Grant was established in 2009 and is designed to encourage the development and dissemination of knowledge that has potential to improve the experiences of college students.

Comprehensive Award Package
One research team will be selected for the Comprehensive Award Package. Specifically, the grant’s comprehensive award package includes:

• Stipend of $2,500, payable either directly to individual researchers or through the researcher(s)’ institution(s). NACA will not pay institutional overhead or indirect costs.
• Registration fees waived for one person from the research team to attend two NACA National Conventions.
• Travel paid to the upcoming NACA National Convention at which the award will be presented. Travel will be coordinated by the NACA Office in order to control costs.
• Announcement and recognition at the winner’s respective upcoming NACA regional conference.
• Travel expenses paid to attend the following NACA National Convention. Travel will be coordinated by the NACA Office in order to control costs.
• Presentation as a Featured Speaker at that NACA National Convention at which the research findings, even if preliminary, will be reported.
• Priority consideration for publication by NACA.
• Announcement on the NACA webpage, Campus Activities Programming™ magazine and enews.

Secondary Award Package
Five research teams will be selected for the Secondary Award Package. Specifically, the grant’s secondary award package includes a cash stipend, travel will be allowed to select from any and all of the following opportunities:

• Stipend of $500, payable either directly to individual researchers or through the researcher(s)’ institutions(s). NACA will not pay institutional overhead or indirect costs.
• Priority consideration for presentation at an upcoming national convention or regional conference at which the research findings will be reported. Registration fees would be waived for those respective events.
• Priority consideration for publication by NACA.
• Announcement on the NACA webpage, Campus Activities Programming™ magazine and enews.

The Secondary Award Package does not include travel costs for those awarded teams.

Eligibility
The NACA Research Grant competition is open to faculty, staff, and graduate students who plan to conduct research on issues related college student activities. Cross-institutional research teams are encouraged to apply for the NACA Research Grant. The following individuals are not eligible for the NACA Research Grant and may not be included as part of proposed research teams: NACA staff, current members of the Board of Directors and current members of the NACA Education Advisory Group.

Research Requirements & Selection Criteria
Proposals will be evaluated on the extent to which they:

• focus on issue(s) related to campus activities. Though all issues related to campus activities will be considered, special consideration will be given to proposals addressing one of the following topics:
  a) Impact of different programming board structures
  b) Impact of late night programming on alcohol-related behavior
  c) Impact of involvement and student activities on alumni giving/involvement
  d) Impact of technology and its increasing accessibility on students’ lives and their involvement in campus activities
  e) Impact of online social networking on campus activities/life
  f) Impact of and involvement in campus activities on academic performance/success
  g) Impact of working/volunteering in campus activities on student learning
  h) Impact of participation in campus activities on student learning

• clearly articulate a strong research design. Qualitative, quantitative, and mixed-method studies will be considered. Methodology must be appropriate for the research question(s).
• include research that can be completed by February 2012. Results must be ready for presentation at the 2012 NACA National Convention.
• explore unique issues subjects, analysis, participants and/or sample. Research must be original work of the investigators and may not have been reported elsewhere.
• have potential to have a national impact on student success initiatives. Results of the research should be relevant to a wide audience.

Grant Decisions
The NACA Office staff will review all completed proposals and will nominate up to ten finalists for the NACA Research Grant. The finalists' proposals will then be blind-reviewed and evaluated by the Research Award Committee. The Research Award Committee has the option to choose not to distribute all of the awards in a given year.

Applicants submitting full proposals by June 30 will be notified of their award status by August 15. Reviewer comments will be made available to interested applicants after the grant’s recipient is announced at the NACA National Convention.

20.1241 Legacy Award (see GS)
The 50th Anniversary Committee, led by Dr. Bill Smedick, established the NACA Legacy Award in 2010. The intent of this award is to provide a year of NACA professional development opportunities for up to two deserving current NACA leaders who have the potential to serve the Association at a significant level for a significant period of time.

It is the intent of this program to recognize up to two individuals who would take advantage of the professional development opportunities listed below within a fiscal year. The registration fee for each of these events would be provided complimentary by NACA during that year. Any additional fees not covered by NACA would be the responsibility of the award winner. The winners would receive complimentary registration to:
• Either one NACA regional conference or the NACA National Convention
• One NACA institute

The NACA Legacy Award Fund would be utilized exactly as a scholarship fund, allowing an award of 5% only when sufficient funds are available over the corpus. However, until the fund is endowed, an amount of $300 will be designated from the operating budget to allow for minimal coverage of incidental expenses and travel. The winners would be expected to cover their own expenses, and request reimbursement after the event according to the NACA procedures currently in place.

Application Procedures
The NACA Legacy Award candidate could be self-nominated or nominated by someone else. Follow-up with a nominated candidate would occur to provide application materials. The application materials requested would be:
• Cover letter addressing why the candidate should be considered
• List of past recognized volunteer experiences within NACA
• A goal sheet addressing future personal volunteer aspirations within NACA
• Resume with list of references
• Letter of support from institution

The successful applicant for the Legacy Award will have served NACA in multiple previous roles as a volunteer, and will have future volunteer aspirations within NACA.

**Selection Procedures**
The Legacy Award would be selected by the existing Awards Committee. Application solicitation would occur annually from May 1-December 1. The Committee would select the winner by January 15, and the award would be announced at the Professional Development Luncheon at the National Convention in February. The registrations would apply to the fiscal year that would begin the May following the award presentation. No award would be retroactive, nor would the award be extended to continue into a new fiscal year in order to protect the fiscal integrity of the endowment.

**21.1236 Associate Member Endowed Education Fund**
The Associate Member Endowed Education Fund was established in 1994. The fund was created to provide professional development resources to NACA Associate members. Specifically, the fund will provide up to $500 annually to be used to bring a featured speaker to the NACA National Convention to provide an additional educational opportunity to associates attending the Convention.

**Selection**
The topic and speaker will be selected by the volunteer responsible for the Associate Member Professional Development Forum, with input from the AMAG.

**Criteria**
Topics must address issues, concerns or current events that relate to doing business and are of general appeal to NACA Associate Members. Possible topics might be: success in selling, leadership in business, advertising and marketing, motivation and the power of positive thinking, stress management, artist management, time management, or goal setting.

The speaker will be selected based on the topic identified. NACA Associate Members will be asked to recommend appropriate speakers and a speaker will be selected from these recommendations if at all possible. If a suitable speaker is not found, the project manager may pursue speakers from other vendors.

**Presentation of Program**
The program may be presented in any of the following ways:
• As a part of the Associate Member Business Seminars; or
• As a special educational event planned specifically for associate members.

**Expenses**
A maximum of $500 annually will be available to cover expenses such as travel, room, per diem, etc.
22. 1240 NACA Northeast Kenneth M. Bedini Student Leader Scholarship
The NACA Northeast Kenneth M. Bedini Student Leader Scholarship Fund was established by the NACA Foundation Board of Trustees in 2008. The purpose of the fund is to provide financial assistance to undergraduate student leaders enrolled in colleges and universities in the NACA Northeast Region. This would apply to the following states: Maine, New Hampshire, Vermont, Massachusetts, Rhode Island and Connecticut. The scholarships are to be used for educational purposes, such as tuition, fees and books or for professional development purposes, such as conference fees.

Up to five scholarships may be given annually at the NACA Northeast Regional Conference. The amount of the scholarships will be determined annually based on the activity of the fund, but must be at a minimum of $500 each. The fund must maintain a minimum total of $10,500 for any money to be awarded.

Administration
Administration of the endowments and awards will be according to NACA Foundation policies. The endowment will be invested according to established NACA Foundation investment procedures which involve the use of a professional investment advisor. The awards will be administered according to separate guidelines for a competitive process and/or individual proposal approved by the Board of Trustees, with support from Foundation staff. Regular investment statements will be provided that detail account activity for each quarter.

Selection Criteria
The NACA Scholarship Committee will select individuals who meet the following criteria:
- Submitted scholarship application materials to the NACA Office by October 1.
- Are matriculated undergraduate students
- ONLY current undergraduate students enrolled in colleges and universities in the NACA Northeast Region are eligible to apply.
- Demonstrate significant leadership skills and abilities
- Make significant contributions via volunteer involvement, either on or off campus.

Promotion
The NACA Foundation will promote any competitive processes for the NACA Northeast Kenneth M. Bedini Student Leader Scholarship through electronic and print methods. Recipients will be highlighted through electronic and print methods.

Inactivity
In the event that monies are not awarded from this fund for three consecutive years, this fund would be dissolved into the unrestricted account of the NACA Foundation with approval of the Board of Trustees. These monies could then be awarded to other foundation initiatives.
O. Fiscal and Budgetary Organizational Policies & Procedures

I. Fiscal and Budgetary Organizational Policies & Procedures

A. General Statement of Fiduciary Responsibility
The NACA® Board of Directors holds ultimate fiduciary responsibility for and control of all budgetary and monetary matters related to the Association, and any of its ancillary and subsidiary component groups or forms.

B. Annual Budget Preparation and Approval Process Timeline
- **August-October:** NACA® Office develops draft of Association budget, including regions.
- **Mid-November:** Association budget is sent to Finance Committee for initial review and recommendations.
- **Late-November to Early-December:** Finance Committee meets as needed to review and make recommendations for adjustments to Association budget.
- **January:** Preliminary proposed budget is prepared for Board of Directors review.
- **February 1:** PAR Forms are due from regions (except Northern Plains).
- **Mid-February:** PAR Forms are reviewed/approved by Vice Chair for Regions (VCP) and Association Treasurer. If accepted by the VCP and Association Treasurer, budgetary requests become part of the Proposed Budget presented to the Board.
- **February Board Meeting:** Final budget reviewed/approved by the Board of Directors.
- **March:** Approved Regional Expense Budgets are distributed to RCPC Chairs and Regional Treasurers.

C. Financial Reporting Policy
A report of revenues and expenses will be provided at regularly scheduled Board of Directors meetings and upon request by Board Members. Annual audits will be made available to the membership upon written request. Fiscal year financial results are also provided in the Association’s Annual Report.

D. Investment Management Policies
- NACA® operations must be self-sustaining. The Executive Director will be a signatory to all funds invested and/or held by the Association and the Foundation.
- Investment activity shall be conducted in accordance with the common law standards of the “prudent fiduciary.”
- Liquidity: All securities shall be easily converted into cash at any time.
- Speculative investments (defined as any common stock with a price under $2 per share) shall not be allowed;
- Derivative investments and futures contracts shall not be allowed;
• Diversification: No single common stock position shall exceed five percent (5%) of the total portfolio value. Differing portfolio management styles shall also be utilized whenever possible.

1. MANAGEMENT
• The services of a reputable, licensed and credentialed investment firm or financial institution may be used to provide advice on investment strategies and to manage the investment transactions. Any firm or broker must be independent of the Association, and free from any taint of conflict of interest.
• Investment transactions regarding NACA reserves, the NACA® Foundation endowment and scholarship funds may be authorized and approved by the Executive Director.
• The Board of Directors will review the scope and range of the Association’s investments on an annual basis.

Scholarship Funds: Eighty percent (80%) of all monies designated as scholarship funds shall be invested in income-producing securities with a Standard & Poors rating of no less than BBB- (commonly considered as investment grade securities) whose average maturity is no greater than twenty (20) years. The remaining twenty percent (20%) shall be invested in a diversified portfolio of domestic common stocks or in a similarly diversified mutual fund, at the investment advisor’s discretion. The proposed design of this portfolio is to perpetuate a stream of income to the scholarship recipients, while maintaining the corpus, and to prudently increase the income stream at a rate equal to or slightly greater than the rate of inflation.

Reserve Funds: Seventy percent (70%) of all monies designated as reserve funds shall be invested in a diversified portfolio of domestic common stocks or in a similarly diversified mutual fund, at the investment advisor’s discretion. The remaining thirty percent (30%) shall be invested in income-producing securities with a Standard & Poors rating of no less than BBB- (investment grade) whose average maturity does not exceed twenty (20) years. The proposed design of this portfolio is to maximize the rate of portfolio growth, while minimizing the risk or volatility of the portfolio. (Empirically, this may be accomplished by using Modern Portfolio Theory and the Efficient Frontier Model to determine an asset weighting, based on all available historical data, similar to the one proposed).

ERISA Retirement Funds: All monies designated as ERISA Retirement Funds shall be invested in any accordance with the allocation selected by the employee upon whose behalf the
contributions are made and as deemed appropriate by the investment advisor subject to several constraints:
- the portfolio must be diversified
- any income-producing security must be at least BBB- (as determined by Standard & Poors)

2. General Association Reserve Guidelines
- Surplus cash must be put into reserves that are properly managed to generate a fair return from both earnings and appreciation. These reserves should provide an adequate reservoir to cover unforeseen or unpredictable economic downturns. Reserves of no less than 30 percent of the annual budget should be a minimum goal, and no more than eighty percent (80%) should be a maximum goal. If reserves exceed fifty percent (50%) of the annual budget, funds beyond the eighty percent (80%) level may be transferred to the Educational Foundation for endowed funds or may be utilized for capital investments at the discretion of the Board of Directors.
- The Association’s reserves will only be used in extraordinary situations, as determined by the Board of Directors. Reserves are not intended to regularly supplement annual operating expenses.

3. General Foundation Reserve Guidelines
NACA® Foundation operations should generally be self-sustaining. Monies raised by the Foundation will only be utilized for Foundation operations, projects and services, as deemed appropriate and necessary by the NACA® Foundation Board of Trustees.

E. Borrowing Policy
The Executive Director is authorized to borrow money from external sources on behalf of the Association and the Foundation, upon direction and approval by the Board of Directors.

F. Tax Representation Policy
The Association and the Foundation will be represented by the NACA® Office and the accounting firm currently employed by NACA in all tax related matters.

G. Non-Dues Revenue and General Fund Raising Guidelines

1. General Guidelines
- NACA will explore development and fundraising relationships with entities which are consistent with the Association’s goals and values.
- These guidelines are meant to serve all components of the
Association and the NACA® Foundation. Authority for modifying
guidelines rests with the governing boards of these components
individually.

• Approval must be received from the Foundation Steering
  Committee prior to beginning work on the solicitation and/or
  activity for any new fundraising projects or events.

• All sponsorships and non-dues revenue efforts must be
  coordinated, collaborative efforts between NACA® leadership
  and the NACA® Office. The NACA® Office role is critical in
  meeting development goals. Staff resources required to
  accomplish these goals will be the responsibility of the
  Executive Director. Resources required beyond those available
  within the staff must be approved by the NACA® Board of
  Directors/Board of Trustees.

• All sponsorships and restricted non-dues revenues must be
  used for their intended purpose, and cannot be transferred to
  any other purpose or area of the Association. Tax deductions
  are available for both funds and in-kind gifts donated to the
  Foundation in support of its projects and services as provided
  by law.

2. NON-DUES REVENUE SOURCES
   a. Annual Giving
      • Applicable to the NACA® Foundation.
      • Solicited through an annual campaign.
      • Consists of gifts from NACA® members, associate
        members, or outside individuals or companies.
      • Can be un-restricted or restricted gifts.
      • Solicited by the NACA® Office.
      • Tax-deductible as provided by law.
      • Recognition will be given in the following manner:
        i. Individual giving levels (recognized in various
           Foundation publications and given a back-end
           premium as approved by Board of Directors, July
           1996). The value of the premium will be subtracted
           from the amount of the donation. The remaining
           amount is the tax-deductible portion of the
           donation.
            • Contributor ($25-99)
            • Promisor ($100-249)
            • Partner ($250-499)
            • Provider ($500-999)
            • Pacesetter ($1000)
            • Sustainer ($1500)
            • Patron ($2000)
• Chair’s Club ($2500—includes a subscription to Programming and a complimentary National Convention registration.)

ii. Corporate giving levels (recognized in various publications and given back-end premium as approved by Board of Directors, July 1996). The value of the premium will be subtracted from the amount of the donation. The remaining amount is the tax-deductible portion of the donation.
   • Contributor ($100-499)
   • Promisor ($500-999)
   • Pacesetter ($1000-4999)
   • Corporate Trustee ($5000+)

iii. Recognition
   Recognition will be given in national publications to promote, encourage and thank donors.

b. Corporate Sponsorships
   • All corporate sponsorships will be jointly solicited by NACA® leadership and the NACA® Office, with the NACA® Office directing the effort.
   • Applicable to NACA, the NACA® Foundation, and the seven NACA® regions.
   • Official sponsors are expected to cover a minimum of 50 percent of the costs associated with the sponsored event.
     - In the event that several companies want the same exclusive naming opportunity or sponsorship, a review board will be established to recommend selection criteria.
   • Official Sponsors not fully covering the costs of the event, project or program must be willing to share the sponsorship opportunity with another corporation.
     - Sponsors contributing less than 50 percent will be designated as “Contributing Partners.”
   • Sponsorship of NACA, Foundation and NACA® regional events, projects and programs will remain NACA® events and not named events, projects and programs of the sponsor(s).
   • All corporate sponsorship gifts are restricted to the specific events for which they are intended.
   • All corporate sponsorships will require a written contract outlining the sponsor’s rights and specific elements of the sponsorship; the contract will be signed by the sponsoring company’s representative and the NACA® Executive Director. Actual means of incorporating the sponsor of an NACA or NACA® Foundation event, project or program will be worked out on a situational basis.
Recognition of Official Sponsors and Contributing Sponsors will be given in the following manner:
- Specifics of sponsorship recognition and promotion will be outlined in the sponsorship agreement, signed by the sponsoring company’s representative, the NACA® Board of Directors Chair/NACA® Foundation Board of Trustees Chair and the NACA® Executive Director.
- Sponsors will be recognized in appropriate publications (Campus Activities Programming, press releases, etc.) according to the corporate giving levels previously listed.
- On-site recognition will be listed as “sponsored by”, “made possible by,” or a similar tagline.
- Sponsors will be invited to donor recognition receptions or similar events created for the purpose of thanking contributors.
- The NACA® Office will send thank-you letters to regional sponsors.

Each region will designate one person in the region to coordinate sponsorships for that region and communicate solicitation activities with the NACA® Office.

Sponsorship discounts may be offered to NACA® members.

Non-member companies wishing to exhibit in the Campus Activities Marketplace (CAMP) must be a corporate sponsor of a Convention-related activity.

c. Planned Gifts
- The Foundation must be the recipient of planned gifts in order for the donor to take advantage of tax benefits.
- Acceptable planned gifts include stock and life insurance. Only gifts of whole life/universal life insurance policies will be accepted (no term insurance). NACA must be the policy owner and irrevocable beneficiary. The NACA® Office will institute a review process that allows NACA the right to reject any gift.
- Acceptable vehicles to use in order to make planned gifts include outright giving, trusts, and wills.
- Legal counsel will be retained to advise on all planned gifts in an appropriate and cost-effective manner. Gifts will be administered by the NACA® Office through legal counsel.
- Planned Gifts will be recognized in the following manner:
  - Recognition will be made in appropriate publications at the time the planned gift is pledged.
  - Recognition will be made in appropriate publications at the time the planned gift is received.
  - Donors will be invited to donor recognition receptions or similar events created for the purpose of thanking contributors.
- A type of “legacy club” will be established to recognize planned gift donors when their gift is pledged. 
  - All recognition will be given on current value of the gift, not on projected value (stocks, for example).

**d. Funding From Other Foundations/Government Agencies**

- Prospect cultivation will be done jointly by NACA® leadership and the NACA® Office.
- Gifts and grants may be applied to the Association and the NACA® Foundation.
- The NACA® Office will take the lead in establishing a review process and researching foundations and government entities for potential funding and will also provide support for volunteer-initiated grants.
- NACA® leadership will submit events, projects and programs to the NACA® Executive Director that are believed to be worthy of funding.
- Proposal and grant writing responsibilities will be undertaken by the NACA® Office with NACA® volunteer consultation and input.
- Collaboration with other associations/organizations will be considered during each grant preparation period.
- Awarded funds will be restricted to the specific events for which they are intended.
- Awarded funds will be administered by the NACA® Office.
- Recognition will be given in the following manner:
  - Recognition will be made in appropriate publications at the time the award is made.
  - Appropriate mention will be made at the national Convention during the year that the award is made.
  - Foundation recognition will be made in any appropriate publications or on materials being used for the event, project or publication being funded by the award.

**e. Major Gifts**

- Prospect research and donor history will be prepared by the NACA® Office.
- Major gifts may be applied to the Association and the NACA® Foundation.
- Major gifts are limited to gifts over $1000.
- Major gifts can be individual or corporate gifts.
- Major gifts can be unrestricted or restricted gifts.
- The initial cultivation process will be dependent largely on the NACA Executive Director, the Board of Directors/Board of Trustees, and NACA leadership.
- Recognition of major gifts will be given to donors in the same manner as annual gifts, according to the giving levels previously
listed.

f. Special Events

- Various special events may be utilized to generate non-dues revenue for the Association or the Foundation. Existing special events will be reviewed annually to determine their cost-effectiveness and benefits for the Association. Special events could include, but are not limited to:
  - Sweatshirt Auction
  - Roast
  - Programming Board Campaign

g. In-kind Gifts

- In-kind gifts can be applied to NACA and the NACA® Foundation.
- Tangible in-kind gifts are acceptable (products donated by an outside source that keeps the Association from having to purchase these products; for example, canvas delegate bags for the National Convention).
  - Must be received through the Foundation, for a Foundation project, if the donor wishes to receive a tax deduction.
  - Value will be placed on the gift by the donor for recognition only.
- In-kind services are acceptable (for example, time that is donated to the Association in order to perform a service; labor for staffing a donated Virtual Reality machine at a summer institute).
  - In-kind services will not be tax deductible
  - A value will be placed on the service for donor recognition only.
- All in-kind gifts will be recognized as such, and will not add to the donor’s financial giving history as actual monetary donations. The actual cost of the gift, not the retail value, will be recorded as the donated amount.
  - In-kind gifts will be recorded in the donor’s file (utilizing the fund raising software at the NACA® Office) as a soft credit.
  - The donor will assign the value on his/her in-kind gift, or get an independent appraiser to assign a value if the gift is worth more than $5000.
  - If the value of an in-kind gift is more than $5000, IRS Form 8282 must be filed. If this same gift is liquidated within two years, IRS Form 8283 must be filed.

h. NACA® Consulting Services

- This category is applicable to NACA and the NACA® Foundation.
- May consist of the NACA® Office coordinating consulting services with members serving as the consultant or the NACA® Office coordinating volunteers to consult on behalf of NACA to other associations, not-for-profit and non-profit organizations for a consulting fee.
Consulting fee will be based on current market service rate.
Consultant liability insurance must be offered and a legal consultation held for each consulting job to minimize and cover the risk of NACA being sued through the words or actions of the employed consultant.
Recognition will not be given for consulting services, however, NACA can promote the service as needed for acquiring new business.

i. List Sales
This item is applicable to the Association.
NACA can sell membership lists to interested parties that wish to mail to our membership and who also do not have a direct conflict of interest with our members or the Association (for example, Barnes & Noble bookstores). Members must be informed that their name/address will be sold. Members must also be given the right to request that their information not be included in list sales.
One membership list will also be included as a benefit for corporate sponsors. Members will be given the opportunity to opt-out of having their names included in this list, as well.

j. Other Areas of Non-Dues Revenue Applicable to NACA and the NACA® Foundation
Advertising (purchasing ads in NACA publications)

3. DONOR RIGHTS
NACA non-dues practices will follow the National Society of Fundraising Executives Code of Ethical Principles and Standards of Professional Practice; copies will be made available upon request.
All donors have the right to anonymous giving if requested and will not be recognized in any form.
As also stated in “Donors’ Bill of Rights” by the National Society of Fundraising Executives, all donors will have the following rights:
- To be informed of NACA’s mission, the way NACA intends to use donations, and the use of donations specifically for intended purposes.
- To be informed of the identity of those serving on the NACA Board of Directors/NACA® Foundation Board of Trustees and to expect the board to use prudent judgment in its stewardship responsibilities.
- To have access to NACA’s most recent financial statements.
- To be assured their gifts will be used for the purposes for which they were given.
- To receive appropriate acknowledgment and recognition.
- To be assured that information about their donations is handled with respect and confidentiality to the extent provided by law.
- To expect that all relationships with individuals representing NACA will be professional in nature.
- To be informed whether those seeking donations are NACA® volunteers, NACA® Office staff or hired solicitors.
- To have the opportunity for their names to be deleted from any mailing lists.
- To feel free to ask questions when making a donation and to receive prompt, truthful and forthright answers."

H. Past Due Accounts, Debts and Collection Policies

1. PAST DUE ACCOUNTS
Past due accounts in excess of 30 days will be subject to a service charge of 1 1/2 percent per month. Such service charges will be added to the unpaid balance due for determining the service charge for the succeeding months. Membership dues are not subject to a service charge. Accounts not paid within 60 days will be subject to a "Hold on Credit," and no new advertising or other NACA goods and services will be accepted until the account is cleared. Accounts not paid within 90 days may be referred to a collection agency and will be considered a debt to the Association.

2. RETURNED CHECKS
A service charge of $50 will be added on all returned checks submitted in payment for services rendered.

3. Debts
If debts including, but not limited to, past due membership dues, Convention, conference and institutes registration fees (national and regional), accrued finance charges, dishonored and unpaid checks or drafts payable originally or by endorsement to NACA remain unpaid after 90 days, NACA shall have the following rights with respect to such debtor:
- To suspend its membership and all privileges pertaining hereto until the debt is satisfied;
- To suspend its Convention, institute and all regional conference privileges until the debt is satisfied;
- To take any or all of the above actions in addition to such other remedies as may be afforded by law.

NACA also reserves the right to apply any funds held for or received by NACA from a debtor to any outstanding debt as well as any accumulated service or related charges where applicable, regardless of the purpose for which such funds were received or held by NACA.

Debts incurred by any employee, agent, representative of a school or associate member on behalf of such member, or by any group or individual represented by a member or associate member shall be subject to this policy. A debtor will be notified by certified letter of his/her debtor status; the
letter will indicate the amount due and its source and will be mailed to the address shown in the current NACA member database or any other last known address.

II. Operational Policies & Procedures

A. Accounting Procedures
The Association records its financial transactions on the accrual method of accounting. Association revenue is recorded when earned. All expenses are recorded at the time the liabilities are incurred. On our internal financial reports, we record revenue when earned, and expenses when incurred.

The Foundation prepares its financial statements on a modified cash basis. Revenue is recognized when collected, and expenses are generally recognized when paid, rather than when incurred.

B. Travel and Reimbursement Policies
The National Association for Campus Activities will reimburse authorized travelers for travel expenses on official business as duly authorized by the Executive Director for staff, and the Chair of the Board for volunteers. The Executive Director and the Chair may authorize special arrangements and adjustments in these policies provided that the authorization be written and in conformity with other pertinent policies, regulations, and procedures. Receipts must be submitted for any items for which reimbursement is being requested and all items pre-paid by NACA.

The same travel policy will apply to the regions when regional funds are to be used. In this case, the authorization for travel will be made by the Regional Conference Program Committee Chair. The same forms and procedures will be used, but reporting will be made to the Regional Conference Program Committee Chair or Regional Treasurer.

1. Actual Cost of Travel
   a. Policy
      Travelers are responsible for using the most direct and economical means of transportation, and will only be reimbursed for that amount.
   
   b. By Air
      Air travel is limited to coach class when available. A written explanation must be submitted when first class is used; otherwise, reimbursement will be made on economy or tourist fare basis. Air travelers are encouraged to take advantage of cost-saving fares when available, such as excursion fare, etc. Request for airfare reimbursement must be accompanied by an airline receipt.
Individuals may be asked to reimburse the Association for unused, pre-paid tickets. In addition, individuals may be asked to reimburse the Association for the “change of ticket” assessment on pre-paid tickets, if changes to tickets are based on personal plans, rather than necessitated by NACA business.

c. **By Rail or Bus**
Bus and first class rail accommodations will be reimbursed. Travelers should submit ticket stubs or receipts from bus or rail carriers for reimbursement.

d. **By Private Automobile:**

- Reimbursement rate per mile will be established annually through the Association’s budget approval process. Reimbursement for travel by automobile will be limited to the cost of economy class airfare.
- The actual cost of parking and toll fares can be reimbursed, as long as the request is documented by a receipt for any individual fee exceeding $5.00.
- When possible, travelers are encouraged to travel together by automobile when more than one traveler is involved, in which case the driver will receive mileage.

e. **By Rental Vehicle**
The cost of a standard or compact rental vehicle will be reimbursed where the use of such vehicle results in a saving of money and/or time, and its use is approved prior to the start of the trip. NACA’s hired and non-owned insurance covers rental vehicles driven by staff and volunteers.

2. **ACTUAL COST OF LODGING**
It is expected that travelers will use multiple occupancy wherever feasible. Reimbursement will be for the actual cost of lodging (exclusive of meals) not to exceed the single room rate for reasonable accommodations. In case of multiple occupancy of a lodging unit by the *person* and member(s) of his/her immediate family, the expense generally allowed for reimbursement is the single room rate of the room occupied. This rate must be shown on the room receipt. In all other cases of multiple occupancy, the expense allowed is the total cost of the unit divided by the number of occupants, and the number of occupants should be shown on the room receipt. Late checkout charges will be the responsibility of the traveler, unless the reason for such checkout was directly related to NACA business.
3. SUBSISTENCE
Per Diem reimbursement rates are established based on customary rates from a sampling of governmental agencies and non-profit organizations. Per diem rates are reviewed annually and adjusted periodically.

A traveler is allowed reasonable daily gratuities and incidentals. Reimbursement will be made for actual expenses, within limits as determined by the Chair of the Board of Directors and the Executive Director. Meals provided by the conference or other event will not be eligible for per diem.

4. MISCELLANEOUS COSTS IN CONNECTION WITH OFFICIAL BUSINESS
a. Ground Transportation
   Taxi, limousine, and intra-city bus fares will be reimbursed at actual costs upon presentation of a receipt.

5. GENERAL INFORMATION
   • The traveler is responsible for compliance with the applicable NACA® regulations and administrative requirements, including obtaining proper travel authorization. All travelers should be aware of the need for care in handling of association funds and the penalties for misuse.
   • If the traveler is combining travel for NACA and another organization or for personal reason, reimbursement will be only for that portion incurred on official NACA® business. The basis for reimbursement must be arranged with NACA in advance of travel. An explanation of all items of cost relating to NACA must be included on the expense statement. Items not relating to NACA official business must be noted with period of time (dates and time) clearly specified.
   • Advance funds may be requested for travel expenses prior to the actual start of the trip. A request for an advance must be made on the Travel Authorization form. NACA® Office staff must request advance funds through the appropriate department head, while volunteers should go through the meeting planner responsible for the related event or NACA® Office staff responsible for the related program. When an advance for travel is received, the traveler must submit a Travel Expense Statement, with receipts, at the conclusion of the travel in order that expenses can be verified and additional reimbursement or traveler refund can be made.
   • NACA travel expense statements must be submitted within 1 week after travel is completed for NACA® Office staff and 2 weeks after travel is completed for volunteers. Reimbursement will be made generally within fourteen working days after the expense statement is received by the NACA® Office.
• Exception to this policy requires approval in writing from the Executive Director for NACA® staff and by the Chair for volunteers.

6. FRAUDULENT CLAIMS
Travelers are expected to report official expenses and reflect other facts related to official travel for NACA accurately.

7. TIMELINE FOR REIMBURSEMENTS
All reimbursement requests—which must include appropriate receipts and completed forms—must be received within the NACA® Office within one month of their occurrence.

C. Asset Insurance Policy
NACA’s assets are protected by a business owner’s policy which covers our buildings, computers and other equipment, furnishings and valuable papers in the event of fire, theft, vandalism or natural disaster.

D. Audit Process
As required by NACA® Bylaws, the Association and Foundation will take part in an annual audit by an independent accounting firm.

E. Bid Process

1. GENERAL SERVICES & PRODUCTS
Competitive bids should be sought on all appropriate projects where costs exceed $2,500. If the low bidder is not the selected agency/vendor, an explanation should be given to the appropriate volunteer leadership/supervisor.

2. QUOTATIONS FOR SPECIALTY PRODUCTS
When specialty products are needed, request for quotations will be sent first to all associate members engaged in the sale of specialty items. Requests will describe the product(s) and give a deadline for receipt of bids. In some cases, a sample of the item(s) may be requested, as well. All quotations that arrive by the specified date will be considered. Quotations will be evaluated on the quality of the product, the service in providing the product and the price. If quality and service are deemed to be equal, the low bidder per specialty product or program package will be the selected provider of that product or program package. In case of products that need to be purchased in an emergency situation, all associate members will receive a fax or e-mail announcement requiring a 48-hour bid response. Quotations will be evaluated on the above criteria as well as required timeline.

F. Cancellation of Budgeted or Addition of Unbudgeted Projects and Programs
The NACA® Board of Directors may cancel a program for which a budget has been established and for which expenditures have been authorized or implement a new program for due cause upon consultation with the Executive Director and those responsible for administering the project or program. Should a project or program be canceled, the Chair will notify the appropriate volunteers and/or members.

NACA reserves the right to cancel any program. Causes for cancellation may include, but are not limited to, low participation by schools and/or associates, acts of God, etc. In the case of a program cancellation, NACA will only reimburse fees paid to NACA; any travel, lodging or other non-NACA fees will not be reimbursed.

New programs for which no budget is yet established may be added when opportunities to participate in activities or collaborations arise that are in line with NACA’s strategic plan and of benefit to NACA’s members.

G. Contract Authorization and Legal Representation
The Executive Director must be a signatory to any and all contracts or other legally binding agreements negotiated and entered into by the Association and its components-- including but not limited to the regions and the Foundation. Volunteer leadership and NACA® Office staff should consult with the Executive Director while negotiating contracts and binding agreements, and should be aware that neither NACA, individual Regions nor the Foundation may be held liable for obligations, expenses or the terms of any contract or binding agreement without the authorization and signature of the Executive Director. (see also Bylaws, Article V, Section D.)

H. Sale of Publications and Products
Whenever possible and appropriate, NACA and/or the Foundation may make educational resources and other products available for purchase by both members and non-members. The NACA® Office is responsible for producing and editing all “for-sale” materials and publications to ensure consistency in Association identification, image and style. The NACA® Office is also responsible for assuring proper accounting and sales tax reporting. The pricing structure for all “for-sale” materials and publications must be designed to cover the cost of producing the material and providing additional income to the Association or the Foundation.

I. Volunteer Responsibilities
Any nationally or regionally recognized volunteer with responsibility for overseeing and administering funds for the Association or the Foundation must operate within the budgets approved and authorized for each budget line. Authorization to exceed a budgeted line must be obtained in advance from the Chair of the Board of Directors or its designee. The Chair will consider the need for the expenditure and its impact upon projected revenues and expenses, and
may consult with the Chair of the Finance Committee, the Executive Director or his/her designee, or other volunteers and staff, as necessary. The Association and/or the Foundation are not obligated to cover expenditures that exceed authorized limits.

J. Personal Services Payment and Reimbursement

1. GENERAL POLICY
NACA is a volunteer organization, and individuals who are recognized as official volunteer leadership serve on a volunteer basis without payment or remuneration. Members of the volunteer leadership may, however, be reimbursed for actual expenses which may incur above and beyond their normal institutional and personal commitments.

2. HONORARIA FOR PRESENTATIONS AT CONVENTIONS, CONFERENCES & INSTITUTES
Honoraria are payments to an individual for a presentation at an official Association meeting, institute or conference which exceed the actual reimbursement of expenses incurred (travel, hotel, per diem etc. (see also for Travel and Reimbursement Policies for more information). An honorarium is a courtesy payment to show appreciation to an individual for services rendered. Anyone who is in a national or regional NACA® volunteer position is not eligible for an honorarium.

NACA does not make honorarium payments for educational session presentations at regional conferences or the National Convention.

Honoraria may be paid at national or regional training, institutes or similar programs sponsored by NACA, only if qualified persons are not available on a voluntary basis and only when the specific amount and recipient are approved in advance. Honoraria may also be paid to a featured speaker who addresses delegates of a regional conference or the National Convention; however, the specific amount and the recipient must be approved in advance. Honoraria for any regional program must be approved in advance by the Regional Conference Program Committee Chair for that region, while honoraria for a national program/National Convention must be approved in advance by the Chair of the NACA Board of Directors/Trustees.

3. CONSULTING FEES
Consultation fees are any payment above and beyond actual expenses to an individual which is made for services such as advising on Association management, training of Association volunteer leaders or office staff, or coordination of faculty presentation(s) at NACA-sponsored national or regional training and institutes and is instituted by persons outside the volunteer leadership.
NACA does not pay consultation fees to individuals who are recognized as official volunteer leadership at the regional or national level.

K. Credit Card Use by Volunteers
The Chair of the Board is the only Board member that will receive an NACA® credit card. Current Regional Conference Program Committee Chairs and Regional Treasurers are the only Regional Conference Program Committee members that will receive NACA® credit cards.

Credit cards for volunteer use must be obtained through the NACA® Office, and the credit card application must carry the signature of the Executive Director. Credit cards will not be issued until the Office has received a signed “Volunteer Credit Card Agreement” from the volunteer to whom the card is being issued. NACA® credit cards are only to be used for expenses associated with NACA® business, not for personal use. Use of the card for unauthorized or personal use will result in revocation of the NACA® credit card. By signing the “Volunteer Credit Card Agreement,” the volunteer acknowledges that he/she is personally responsible for reimbursing NACA for all unauthorized expenses on the NACA® credit card.

In addition, the volunteer holding the card is responsible for surrendering the card to the NACA® Office at the end of his/her term, or at any other time deemed appropriate by the Chair of the Board of Directors.

L. Insurance for Equipment Used at NACA® Events
NACA will not insure any equipment used at NACA® events or programs, unless provided by the Association.
P. NACA Event Policies

Note: NACA policies are subject to change without notice. Registration and other fees will be determined annually by the Board of Directors.

Registration Policies
1. Delegates will be allowed to attend any event function to which they are registered or enter the Campus Activities Marketplace only after appropriate registration fees are fully paid.
2. Delegates may only register under one membership category for any NACA activity.
3. Delegate passes may not be shared between multiple persons.
4. Any member who has an outstanding debt with NACA of more than 60 days must clear that debt before registering. NACA reserves the right to apply any funds held for or received by NACA from a debtor to any outstanding debt as well as any accumulated service or related charges where applicable, regardless of the purpose for which such funds were received or held by NACA.
5. There will be a $50 service fee for all returned checks.
6. NACA registration hours are printed in event registration materials and the event Program. All delegates must register during these stated hours. If delegates are arriving after the stated hours for whatever reason, their head of delegation must make arrangements in advance to have the delegates' badges and other registration information available; otherwise, delegates that arrive after registration has closed for the day must wait until the following morning to register, and will not be able to attend any event activities until they have registered.

Registration and other fees, deadlines and manners of payment are outlined in printed event registration materials and at www.naca.org.

Types of Registrations
1. Schools/Standard Affiliates - All school, professional and affiliate NACA members in good standing may register as delegates at NACA events. This would include students, faculty or staff from member schools; and, staff and employees of affiliate member organizations. Spouses and domestic partners are welcome to attend NACA events paying the designated registration fee for full delegate registrations or day passes, depending on the length of their stay. All event policies and procedures apply to spouses and partners in attendance.
   a. Eligible Participants
      i. Students, faculty or staff members from non-member schools may register as delegates at an NACA conference or Convention once every three (3) years, paying non-member rates as listed.
   b. Types of Registration
      i. Full Delegate Registration - Designated for all persons who wish to attend all event functions for the full-length of the event.
      ii. Day Pass - Designated for all persons who wish to attend an event for only one or two days and have access to the entire event. Day pass
registrations received by the early registration deadline will include meals, if meals are provided on that day; those received after the early registration deadline will not. A conference attendee can only purchase one day per person per conference. A Convention attendee can purchase up to two day passes per person per Convention. If the attendee wishes to attend all event functions for longer than outlined above, they must purchase a full delegate registration.

2. **Associate/Non Profit Affiliate Members** - Associate members and Non Profit affiliate members of NACA in good standing may purchase Campus Activities Marketplace space and be registered as delegates. Associate members must purchase Campus Activities Marketplace space to attend the event. Each individual (including booth staff, artists and employees) must register as delegates to attend any portion of the event. A minimum of one full delegate must be registered for each firm exhibiting in the Campus Activities Marketplace. Spouses and domestic partners are welcome to attend NACA events paying the designated registration fee for full delegate registrations, CAMP Passes or day passes. All event policies and procedures apply to spouses and partners in attendance.

   a. **Types of Registration**

   i. **Full Delegate Registration** - Designated for all persons from associate member firms who wish to attend all event functions for the full-length of the event. At least one full delegate must be registered for each firm exhibiting in the Campus Activities Marketplace. A firm must be exhibiting in the Campus Activities Marketplace in order to attend an NACA event.

   ii. **Day Pass** - Designated for all persons who wish to attend an event for less than all of the scheduled days and have access to the entire event. Day pass registrations received by the early registration deadline will include meals, if meals are provided on that day; those received after the early registration deadline will not. A conference attendee can only purchase one day per person per conference. A Convention attendee can purchase up to two day passes per person per Convention. If the attendee wishes to attend all event functions for longer than outlined above, they must purchase a full delegate registration.

   iii. **CAMP-ONLY Pass** - Designated for artists represented by associate members or persons who are staffing novelty attractions or booth demonstrations in the Marketplace. Access is limited to the Marketplace only. CAMP-ONLY Passes may be purchased for multiple days. No meals will be included. Any person wishing to attend event functions other than the Marketplace must purchase a day pass or a full registration.

   iv. **Showcasing Artists** - Artists or attractions appearing on a showcase may attend the event at no additional charge on the day of their performance only, unless otherwise approved by the designated event official. Showcase alternates may attend the event on one day of their choice at no additional charge. No meals are included. If a showcasing
artist or alternate wishes to attend on days not covered by their showcasing alternate pass, they may purchase appropriate CAMP-ONLY Passes, Day Passes or Full delegate registrations.

3. Guests
   a. Special Guests – special guests are those individuals invited by the Chair of the Board to present, speak or perform at events. Special guests may be drawn from the entertainment industry, the education community or other areas of current interest. The appropriate NACA staff will extend all invitations and handle all negotiations in the process of Special Guests. No registration fee is charged for featured speakers. A stipend and Travel and hotel expenses may be covered by NACA if needed.

   National Convention: The Chair of the Board, Chair of the National Convention Program Committee and the Executive Director must approve any guests.

   Regional Conference: The Chair of the Board, the Regional Conference Program Chair and the Executive Director must approve any guests.

   All Associate members are eligible to apply for these events. A submission date will be decided upon by the Executive Director and distributed to associate members with instructions to apply via e-mail.

   b. Featured Speakers
      i. Definition of Featured Speakers
         The purpose in inviting any featured speaker to a NACA event is so that the person would be able to share knowledge with staff delegates to that which they do not normally have access and to enhance their professional development in student affairs and higher education.

         In order to facilitate equity among the associate membership, associate members may not be invited as featured speakers.

         A potential featured speaker’s fulltime role must be in student affairs and/or higher education with at least one of the following accomplishments:
         1. Currently serving in a position of Dean or Vice President of Student Affairs
         2. Currently serving as a faculty member in a higher education/student affairs graduate program
         3. Currently serving in a key role with another CHEMA group such as President or Executive Director
         4. Has written a book in the last two years on a subject related to student affairs and higher education
         5. Has conducted research in the last two years related to student affairs and higher education
6. Has served as a keynote speaker at NASPA and/or ACPA 
7. Has served as Chair of the NACA Board of Directors

ii. National Convention Process for Inviting Featured Speakers
The process for inviting speakers to a National Convention begins at the previous Convention, when the National Convention Program Committee Chair-elect solicits names of potential speakers from the Board of Directors, National Convention Committee and other component groups. The Chair-elect of the Board, National Convention Program Committee Chair-elect and the NACA Executive Director will evaluate the list of names generated by the NACA Office. A priority ranking of featured speakers/their speaking assignments will be developed by the Chair-elect/National Convention Program Committee Chair-elect. The appropriate NACA staff will extend all invitations and handle all negotiations in the process of confirming speakers. No registration fee is charged for featured speakers. A stipend and Travel and hotel expenses may be covered by NACA if needed.

iii. Regional Conference Process for Inviting Featured Speakers
The process for inviting speakers to a Regional Conference begins at the previous Conference, when the Regional Coordinator-elect solicits names of potential speakers from the Regional Leadership Team. The Chair-elect of the Board and the NACA Executive Director will evaluate the list of names generated by the NACA Office. A priority ranking of featured speakers/their speaking assignments will be developed by the Regional Coordinator. The appropriate NACA staff will extend all invitations and handle all negotiations in the process of confirming speakers. No registration fee is charged for featured speakers

iv. Minimum Expectations of Featured Speakers at Regional Conferences
Regions will have unique needs and requirements of their featured speakers. General expectations of speakers include being present at meal functions and being available for interaction with conference delegates at conference activities. Some specific responsibilities can include presentation of educational programs, presenting a keynote for all conference attendees or for professional development luncheon attendees, assisting with judging any special events, or other duties mutually agreed upon by the featured speaker and the region. A volunteer host should be assigned to each featured speaker at all times while they are at the conference and effort should be made to provide reserved seating for them at meals. The expectations of featured speakers should be clearly outlined in writing with them prior to their attendance at the conference.

c. Potential Member – individuals visiting to preview the Association for potential membership are met by the appropriate Association representative for a brief personal tour. This badge is issued for a limited time period and recipients may not solicit business on the Convention site. Each of these badges is
issued for a limited time period and need to be identified so that the security
guard can easily determine the valid date.

4. **Media** - Issued and approved by the Executive Director or designee.

5. **NACA Office/ Event Staff** - NACA Office staff and event staff attending events will have access to all areas at all times and allows the admittance of others into restricted areas. Issued by the NACA Office.

6. **Sponsors** - Sponsors may attend events without a booth if the sponsorship fee meets minimum requirements set by the NACA Office. Delegate registrations can be included as part of the sponsorship agreement. Sponsors may be allowed to display and distribute their materials in areas outside the exhibit hall based on the sponsorship agreement.

**Registration Fee Waivers and Other Event-Related Comps**

1. **The following registration waivers will be given for the National Convention:**
   - All Current Board of Directors Members
   - National Convention Program Committee Chair
   - Lifetime Award Recipients
   - Founders Award winners
   - Past Board of Directors’ Chairs
   - National Convention Graduate Interns
   - Regional Block Booking Coordinators
   - Leadership Fellows
   - Research Grant Winners
   - National Block Booking Coordinator
   - Assistant National Block Booking Coordinators
   - Featured Speakers
   - Student and staff stage crew
   - Paid stage managers and all hired production coordinators
   - Sponsors (This determination will be made by the Chair of the Board and the Executive Director.)
   - NACA Office Staff

2. **The following registration waivers will be given for regional events and Spring Festival**
   - All Current Board of Directors Members
   - Featured Speakers
   - Showcase stage crew members and all professional production coordinators
   - Regional Conference Program Committee Chair or Festival Chair
   - Regional Block Booking Coordinator
   - National Block Booking Coordinator
   - Leadership Fellows
   - Regional Conference Graduate Interns
   - NACA Office Staff
   - Registration Coordinator
• Conference Treasurer

3. The following individuals or groups of individuals will receive hotel rooms paid for by NACA for regional events and Spring Festival
   • Featured Speakers
   • All Showcase stage crew members and all professional production coordinators
   • National Block Booking Coordinator or Assistant National Block Booking Coordinator
   • NACA Office Staff
   • Assigned Board of Directors Representatives
   • Festival Chair
   • Regional Conference Program Chairperson

4. The following individuals or groups of individuals will receive complimentary hotel rooms for National Convention:
   • Board Chair
   • National Convention Program Chairperson

5. The following individuals or groups of individuals will receive hotel rooms paid for by NACA for National Convention
   • Featured Speakers
   • All Showcase stage crew members and all professional production coordinators
   • National Block Booking Coordinator
   • Assistant National Block Booking Coordinators
   • NACA Office Staff

6. The following individuals or groups of individuals will receive travel paid for by NACA for other events
   • Featured Speakers
   • National Block Booking Coordinator
   • Assistant National Block Booking Coordinators
   • NACA Office Staff

7. The following individuals or groups of individuals will receive meals and/or per diem for the duration of the time they are at events
   • Assigned Board of Directors representative
   • Featured Speakers
   • All Showcase stage crew members and all professional production coordinators
   • National Block Booking Coordinator
   • Assistant National Block Booking Coordinators
   • NACA Office Staff
   • Regional Conference Program Committee members, Festival Committee members and Regional Block Booking Coordinators (only for time they must attend meetings held the day immediately prior to the event.)

8. The following individuals or groups of individuals will receive a reimbursement check for one-half of the double room rate for one night’s lodging for the time they are required to arrive early to attend required
meetings:

- Regional Conference
  - Budgeted Regional Conference Program Committee Members
  - Graduate Interns
  - Leadership Fellows
  - Graduate Intern Coordinators
- National Convention
  - Board of Directors (excluding Board Chair)
  - National Convention Program Committee Chair
  - National Convention Program Committee Educational Programs Coordinator
  - National Convention Program Committee Volunteer Development Coordinator
  - National Convention Program Committee Business Networks Coordinator
  - Regional Conference Program Committee Chairs
  - Regional Block Booking Coordinators
  - Graduate Interns
  - Leadership Fellows
  - Graduate Intern Coordinator
  - Leadership Fellows Coordinator

9. **The following individuals will receive complimentary tickets to the Professional Development Lunch**

- Board of Directors Chair (Convention only)
- National Convention Program Committee Chair (Convention only)
- Assigned Board of Directors representative (regional conferences only)
- Professional Development Lunch Featured Speaker
- Featured Speakers in attendance this day
- Graduate Interns
- Leadership Fellows
- Office Staff as determined by Executive Director

10. **The following individuals will receive complimentary tickets to the National Convention Diversity Dinner**

- Board of Directors Chair
- National Convention Program Committee Chair
- Diversity Dinner Featured Speaker
- Featured Speakers in attendance this day
- Leadership Fellows
- Diversity Graduate Intern

11. **Institute Staff will receive the following:**

- Hotel room paid for by NACA
- Registration Waiver
- meals and/or per diem for the duration of the time they are at events
- travel paid for by NACA
General Policies
1. Associate members may not provide school delegates with any live or recorded demonstration of an attraction, event, tour or any other activity that occurs outside of the officially scheduled program, in any of the event facilities, including guest rooms or out of the facility.
2. Associates shall not distribute any printed or audio-visual promotion or advertising to school delegates of a performance, attraction, event, tour or any other activity held outside the event facilities during the dates of that event. An attraction that has an existing contract to perform in an event facility is subject to review of or by the Executive Director or designee.
3. Films or other presentations of explicit sex (as defined by NACA in its sole discretion) are not allowed in the Campus Activities Marketplace area. Any exhibitor desiring to show a film or other material depicting explicit sex must receive prior written approval of NACA and conform to any special arrangements of such a display. Violations of this policy will result in the display being immediately closed.
4. Only NACA or those companies with written NACA approval may publish official event publications. An associate member may publish special issues of its publications, distribute the issues at its booth and solicit advertising on that basis. Any company that misrepresents its product as an event or NACA publication for the purpose of soliciting advertising and/or attempts to distribute outside its booth or other approved location will be subject to removal from the event, termination of membership or any combination thereof.
5. Any person not an official exhibitor of the event who engages in any form of product or talent solicitation will be removed from the event.
6. All sessions of the event are open to all delegates, unless otherwise specifically noted.
7. Stickers and other promotional items may not obscure name and organizational data on event name badges. Some facilities may prohibit the distribution of adhesive-backed stickers and event attendees distributing stickers will be subject to facility regulations regarding such distribution.
8. A service charge of $50 will be assessed on all returned checks.
9. NACA reserves the right to apply any payment received, first, to the payment of any outstanding debt of the applicant owed to NACA and next, toward the activity for which the fee was initially intended.
10. Violations of any of the policies may subject the exhibitor to actions and/or sanctions as outlined in the NACA Process for Dealing with Violations of Association Policy.

Campus Activities Marketplace Policies
Campus Activities Marketplace Policies will be interpreted by the designated event officials as defined below:
- Regional Conferences – Campus Activities Marketplace Coordinator and Business Networks Coordinator
- Festivals - Campus Activities Marketplace Coordinator and Business Networks Coordinator
- National Convention – Executive Director or designee and Campus Activities Marketplace Staff Coordinator
General Marketplace Policies

1. Each firm exhibiting at the event must maintain separate membership in NACA and must occupy separate booth space. Staffing for booths must be employees, agents, artists or hospitality staff registered as delegates of the exhibiting firm. Exceptions must be approved in writing by the NACA Office. No person who is or would appropriately be an associate member or employed by a firm that is or would appropriately be an associate member may operate from the booth of another associate member. An exhibitor cannot sell or sublet any or all of the exhibit space or booth assigned to that firm.

2. Drawings will be permitted only in the Campus Activities Marketplace. A firm sponsoring a drawing must written approval from the NACA Office for both the prize and the drawing, and must announce in advance whether the prize is intended for the school or the individual registering. There may be no payment required to enter a drawing. The nature of the drawing must not be disruptive to the Campus Activities Marketplace. Extravagant prizes are discouraged and cash prizes are not allowed.

3. No retail sales of any type will be permitted in the Campus Activities Marketplace.

4. An exhibitor may advertise, display, exhibit, or sell only the talent, products or services of its company.

5. The following actions by exhibitors will be considered a violation of NACA policy:
   - Failing to show up at an event without first notifying the NACA Office in writing of the intent to cancel;
   - Arriving late to the event without expressed written permission;
   - Breaking down any element of their display, booth demonstration or Marketplace Attraction prior to the close of the final Campus Activities Marketplace; Loading out from the Campus Activities Marketplace prior to the close of the final Marketplace unless early departure is required as a result of medical or other emergency and permission is received onsite from the designated event officials.

   Any of the above actions will be reported and will be shared with the appropriate volunteers and NACA Office. Multiple offenses will be addressed as follows:
   - **First Offense**: Exhibiting firm shall receive written warning.
   - **Second Offense**: Exhibiting firm shall be assessed a $100 monetary fine which shall be payable within 7 calendar days to the NACA Office.
   - **Third Offense**: During the following NACA fiscal year, the exhibiting firm shall be prohibited from purchasing exhibit space for, submitting for showcase consideration at, or otherwise participating in any of the regional conferences at which they neglected to be present without confirming their cancellation or from which they loaded out/departed early; or the National Convention at which they neglected to be present without confirming their cancellation or from which they loaded out/departed early

   Policy violations will be tracked and will accumulate for a period of five years. After a five year span, the offense will be dropped from the associate member’s record. National Convention and regional conference policy violations will be tracked and accumulated separately.

6. Exhibitors must vacate their booths immediately following the close of the final scheduled Marketplace.
7. Exhibit material remaining in the hotel/facility after the contracted move-out time has terminated, or damaged exhibits left behind, will be removed at the expense of the exhibiting firm by the drayage firm contracted for the show management.

**Purchasing Exhibit Booth Space**
1. All firms representing talent, products or services to schools and attending the event must be current NACA associate members or non-profit affiliate members and must purchase Campus Activities Marketplace space to attend an event. Payment of booth fee does not guarantee a booth will be assigned.
   - **Convention**
     i. Associate Club members with current membership will receive advance booth registration privileges for exhibit booth space and location for the National Convention on the advance reservation dates as designated by the NACA Office prior to the availability of the event Guide.
     ii. Associate Club members will be required to submit booth paperwork/payment at the time of reservation in order to reserve space
     iii. Booth assignment will be at the discretion of the NACA Office.
     iv. Booths will be available for purchase by the general National Associate Membership once the event Guide is available.
   - **Conferences**
     i. Associate members attending the NACA National Convention will be able to submit payment for booth space for the upcoming regional conferences at any time Convention registration is open during the Convention (with exception of opening day). Hours of operation will be posted clearly in event publications and onsite at the event.
     ii. Members submitting payment for exhibit space during the advance sale period will not be able to pick specific booth locations. Following the Convention, those that submitted payment for booths will be placed on a list by the NACA Office for assignment in rank order according to that company’s length of NACA membership, based on the recorded “join date” in the NACA membership database.
     iii. Booth sales will be opened to all other associate members and non-profit affiliate members when the event Guide is available.
   - **Festivals** - Associate members wishing to attend a festival will be able to submit application forms/payment for booth space when the event Guide is available.

**Assigning Booth Space**
1. Booth assignment for the National Convention will be at the discretion of the NACA Office. Booth assignment for other events will be at the discretion of that event’s Campus Activities Marketplace Coordinator in cooperation with the NACA Office.
2. Items to be considered in booth assignment include, but are not limited to:
   - location preference outlined by the agency on its CAMP application
   - distribution of agencies representing showcasing acts/alternates throughout the CAMP
   - distribution of agencies offering similar products/programs throughout the CAMP
3. Booth space will be assigned in the following manner:
a. Convention - Campus Activities Marketplace space will be assigned in the order in which applications and payment are received, beginning with Associate Club members taking advantage of the advance as coordinated by the NACA Office.

b. Regional Conferences:
   i. Campus Activities Marketplace space will be assigned in the order in which applications and payment are received, beginning with associate members that purchased space at the previous National Convention in priority order based on their NACA member year status (join date). Members submitting booth payment/paperwork that has the same join date will have their booth placement assigned in the order that payment/paperwork was received.
   ii. Members submitting booth payment/paperwork following the publication of this Guide will have their booth placement assigned in the order that payment/paperwork was received.

4. Associate member firms with showcasing acts or alternates are guaranteed a booth.

5. Once available booth space has been assigned, remaining applicants will be placed on a wait list.
   a. If an associate member cancels a booth once numbers have been assigned, exhibitors will be placed from the wait list in date order, with each firm on the wait list receiving one booth until all firms on the list have received a booth.
   b. Any additional booths for agencies on the wait list, or requests for additional booths that are made after the CAMP is full and which therefore are moved to the wait list, will not be assigned until all agencies on the wait list have at least one booth.
   c. Agencies placed from the wait list may not necessarily fill the booth space vacated.

Defining Booth Space

1. Space and activities will be defined as follows and fees will be assessed accordingly:
   - Exhibit or Campus Activities Marketplace Booth—a standard booth within the Campus Activities Marketplace. Applicable booth fees as determined annually by the Board of Directors and published in the applicable event Guide, will be charged for any space purchased in, or connected via a regular booth to, the defined exhibit area.
   - Exhibit Area—area in the Campus Activities Marketplace where booths are in-line and accessed via standard aisles.
   - Attraction Area—area in the Campus Activities Marketplace not adjacent to in-line booths or standard aisles. Space in the defined attraction area will be assessed a fee based on actual per square-foot usage, with appropriate rates determined annually by the Board of Directors, based on facility space rental fees, and published in the applicable event Guide. Space in the attraction area for Marketplace Attractions will only be available to associates that also purchase and occupy at least one booth space in the defined exhibit area. Marketplace Attraction space may not be available at all venues.

2. Booth space dimensions are outlined in the event Guide.
3. The following equipment will be set up for each booth and is included in the booth fee unless otherwise indicated in the event Guide: eight-foot high background and three-foot-high side rail drapes; one six-foot draped table; two chairs; one wastebasket; and a booth identification sign. **Electricity is not provided in the exhibit fee and must be requested and paid for on the form provided to each exhibitor in the service kit at least seven days before exhibitor move-in to the Marketplace.** Exhibitors should refer to the exhibitor kit for exact fees. Any additional equipment, materials or labor used in the booth is the exhibitor’s financial responsibility.

**Exhibitor Booth Set-Up/Tear-Down**

1. Exhibit material shipments cannot be received at the event facility prior to the set-up day. If information is readily available, truck drivers will be directed to make deliveries to the designated freight handling and storage firm at the exhibiting company’s expense. In any event, the event facility will not be able to accept the shipment because of storage space limitations. C.O.D. shipments cannot be accepted anytime.

2. Exhibitors may begin setting up their displays only after they have checked in and picked up registration materials and name badges at the event.

3. Booths must be completely set up and open by the beginning of the first scheduled Marketplace.

4. Exhibitors who fail to occupy their booths by the start of the first scheduled Marketplace or fail to notify the Campus Activities Marketplace Coordinator or the NACA Office of the reason for late arrival will forfeit their booth(s) and will not be entitled to refunds. Decisions to allow exhibitors to arrive late and still participate in the event at will be made by the event officials designated at the beginning of these polices and their decision will be final.

5. Exhibitors will be allowed in the Marketplace a minimum of one hour prior to its first opening during the event schedule. Exhibitors and artists will be allowed to enter the Campus Activities Marketplace one-half hour before each additional Campus Activities Marketplace is scheduled to open.

6. After the first Campus Activities Marketplace, exhibitors may change their booth locations with the approval of the Campus Activities Marketplace Coordinator. Booths that remain empty may be purchased by an adjacent exhibitor at 50% of the booth fee. If both adjacent exhibitors wish to purchase the same booth, preference will be given to the earliest Campus Activities Marketplace payment. If both payments have the same date, the decision will be made by a single coin toss. If booths still remain empty, other exhibitors may purchase an additional booth for 50% of the booth fee on a first-come, first-served basis.

7. Exhibitors may not breakdown or load out from the Campus Activities Marketplace until the close of the final Marketplace. Any exhibitor who breaks down their booth prior to the close of the final Marketplace may be subject to sanctions outlined under General Marketplace Policies.

8. Exhibit material remaining in the event facility after the contracted move-out time has terminated, or damaged exhibits left behind, will be removed at the expense of the
exhibiting associate member company by the drayage firm contracted for the show management firm.

**Booth Operations**
1. Exhibits may not exceed four feet in height within the first four feet of the depth of the Campus Activities Marketplace booth space. Exhibits that do not meet these specifications must receive prior written approval from the NACA Office. The location of such exhibits will be restricted so that lines of sight will not be blocked.
2. Maximum allowable height of exhibits will be determined by facility policies.
3. Exhibits may not have any corporate identification (name or logo) or other graphic elements on the reverse side of their back wall or on any surface of any structure that extends above the back wall that is visible from the rear of the booth.
4. Exhibitors will be restricted from distributing or posting promotional materials outside their Campus Activities Marketplace booth without prior written approval of NACA Office. Materials that are not approved by and/or not posted by this person will constitute a violation of event policies.
5. Firms must have at least one representative present at the event and at its booth during all Campus Activities Marketplace hours.
6. Booth operations obstructing traffic in the aisles or interfering with surrounding booths will be considered violations of Campus Activities Marketplace policies. Exhibitors may be required to adopt a “deli-ticket” system or other control system to ease the flow of traffic if lines begin to form in the aisles blocking access to other exhibitors’ booths.
7. Agencies with showcase acts whose showcases occur after the final Marketplace will be permitted to display and distribute promotional materials and complete Block Booking forms for the showcase attraction at the showcase venue.
8. NACA reserves the right to regulate the volume level within the Campus Activities Marketplace. There is no requirement for exhibitors to use headphones for the amplification of sound in their booth; however, if the noise level interferes with business in other exhibit booths, the designated event official will require the exhibitor to lower their volume.
9. If an attraction has already appeared on a showcase and the company is not staffing its booth during the required hours, that company cannot submit an attraction for the next year’s event. Delegates will be informed that the attraction’s booking contact has left the event, and the booth will be closed for the duration of the event.
10. Exhibitors are responsible for checking with the event facility to determine restrictions the facility or other local regulations may impose on their booth operations (e.g. use of animals, gases, liquids, etc.)

**Booth Demonstrations**
1. Booth demonstrations that involve participants physically, through use of equipment, the wearing of devices or apparel provided by the exhibitor and that may place the participant at risk, must meet the insurance requirements outlined under the Insurance and Indemnity section of these policies.
2. A booth demonstration is an interactive display of talent or product to event delegates in the Campus Activities Marketplace that normally cannot be offered in a
Mainstage, Spotlight or Lecture showcase setting (examples include but are not limited to: close-up magic, balloon sculpting, and merchandise production).

3. Demonstrations must fit appropriately within the purchased booth space, and large-scale physically interactive activities—such as bungee runs, climbing walls, etc.—will not be eligible for demonstrations (note: these activities are eligible for Marketplace Attraction space).

4. There are limitations to the type of live performance that are eligible to be considered for booth demonstrations. Examples of live performance that are not eligible to be considered booth demonstration are, but not limited to, live musical/vocal performance, juggling and/or hypnosis. Eligibility for booth demonstration shall be determined by the NACA Office. Space is provided on the Associate Registration form to indicate the nature of the booth demonstration.

5. The use of a stage, riser or any type of elevation in an exhibit booth for booth demonstration is prohibited.

6. Agencies presenting a booth demonstration in the exhibit area will be subject to complying with all standard Campus Activities Marketplace policies regarding size or space restrictions and crowd control.

7. Booth demonstrations will be permitted during any scheduled Marketplace.

8. A booth demonstration fee will be assessed per agency. The fee will allow an exhibiting agency to have one or more booth demonstrations for the duration of the event.

9. Booth demonstrations and audiences attracted to those demonstrations are restricted to the area occupied by the designated booth spaces purchased. Exhibitors who demonstrate in their booths must purchase adequate booth space to accommodate their agency.

10. Any performer with booth demonstration privileges must not perform in transit to their exhibit booth.

11. If a demonstration cannot fit within the purchased booth space, the demo may be eligible for presentation as a Marketplace attraction.

12. Playing DVDs or CDs is not a booth demonstration.

Marketplace Attractions

1. Marketplace attractions that involve participants physically, through use of equipment, the wearing of devices or apparel provided by the exhibitor and that may place the participant at risk, must meet the insurance requirements outlined under the Insurance and Indemnity section of these policies.

2. Marketplace Attractions allow attractions or merchandise production firms to demonstrate their products to event delegates within the purchased space in the attraction area of the Campus Activities Marketplace during scheduled Campus Activities Marketplace time. Live musical/vocal performance, juggling and/or hypnosis are not eligible to be considered for a Marketplace Attraction.

3. Agencies presenting a Marketplace Attraction in the attraction area will be subject to complying with all standard Campus Activities Marketplace policies regarding size or space restrictions and crowd control. Location of and permission to present a Marketplace Attraction must be approved in writing by the NACA Office at least two weeks prior to the first day of the event.
4. Space in the defined Attraction area will be assessed a fee as published in the event Guide. Space in the attraction area will only be available to associates that also purchase and occupy at least one booth space in the defined exhibit area.
5. Marketplace Attractions and audiences attracted to those attractions are restricted to the area occupied by the space purchased. Attraction space may not be available at all venues and solely at NACA's discretion.
6. Exhibitors presenting a Marketplace Attraction are responsible for checking with the event facility to determine restrictions the facility or other local regulations may impose on their attraction.

NACA Showcase Policies

Showcase Category Descriptions

Club (Convention Only) - Attractions are eligible to apply to this showcase category if their isolated price meets the following criteria: Isolated date price of no more than $1,500 exclusive of travel; Block date prices of $1500 or less inclusive of travel. Club acts have 15 minutes to perform.

Film Screenings (Convention Only) - New releases, box office hits, international or classic films are presented. Films are picked on the basis of national exposure, critical acclaim and program balance, and represent a range of price categories.

Lecture - Lecture attractions are those that cover topics such as social awareness, political issues, health and environmental concerns, the arts, etc. These showcases are primarily non-musical educational entertainment. Lecturer acts have 15 minutes to present. An attraction may take questions from the audience or conduct a question and answer session within this 15-minute period. Pianos will not be provided by NACA for Lecture Showcases.

Mainstage (Convention Only) - Mainstage showcases spotlight both established and up-and-coming artists of various genre. Artists perform for 15 minutes each. One act is selected on-site (see On-Site Selected Showcase slot below).

Master of Ceremonies - Emcees are selected to introduce each Spotlight, Mainstage and Club showcase and to entertain the audience between acts. Through comedy, music, mime or magic, emcee attractions strengthen the overall showcase presentation and are allotted 25 minutes of performance time at conferences and festivals and 30 minutes of performance time at Convention.

On-Site Selected Showcase (Convention and Region if region chooses)- One act for the last Mainstage or Spotlight showcase will be chosen on-site by event delegates, who will vote from among associates attending the event who have registered acts for this showcase. See below for specific event policies related to this category.

Sampler Showcase Convention and Region if region chooses - These brief showcase
opportunities will take place in a room within the event facility as coordinated with the NACA Office. The showcase order will be determined by the event’s showcase coordinator. The coordinator has the authority to change this rotation as needed. Artists will have five minutes to perform. Artists applying for this category must be able to perform with minimal sound reinforcement. NACA will provide house sound, consisting of a four inputs (either microphone or direct input). Pianos will not be provided by NACA for Sampler Showcases. There is no opportunity for a sound/light check.

Product/Services Video (availability varies by event venue) - This showcase allows a video representation of a product, service or activity that cannot be represented in a live setting under other available showcase formats. Categories include, but are not limited to, educational and music video products, general video entertainment (excluding feature films), travel and business supplies. Maximum length of a Product/Services video showcase is five minutes. Product/Services videos are offered at the National Convention and limited regional conferences. Associate members should refer to event registration materials for information on availability.

Roving Artist - This freeform showcase can show off any kind of novelty, variety or musical talent. Artists selected for this showcase perform in designated areas within the event facility. More than one Roving Artist may be scheduled per day at the discretion of the showcase selection committee, in consultation with the NACA Office. It is the intention that artists be mobile. The following guidelines will apply to this showcase category:

- The use of any electricity, sound amplification, staging or stage lighting will not be allowed. The Roving Artist will be permitted to perform from 12:01 am until midnight on the day determined by the designated event contact and in areas determined by the NACA Office. Performance times and locations may be limited due to site restrictions and facility policies.
- The Roving Artist is not allowed to perform during any Spotlight, Mainstage, Club, Lecture, Special Event or Performance Sampler showcase.
- The Roving Artist may perform during meal functions, but the performance must end no later than five minutes before the beginning of any showcase, awards program or any other activity deemed in direct conflict by the designated event contact.
- The Roving Artist may perform during an educational session but should not be seen or heard from an educational session room.
- Roving Artist attractions will be introduced at the beginning of a Mainstage or Spotlight showcase on the attraction’s assigned showcase day. The event’s showcase contact will inform the attraction of which showcase their introduction. A written introduction for the Roving Artist should be provided to the event’s showcase contact no later than 30 minutes prior to the start of the showcase designated.

Spotlight Showcase (Conference Only) - A combination of the Mainstage and Club categories offered at the National Convention. At least 13 of the acts chosen for the Spotlight Showcase stages would need to have prices of $1,000 or less, with isolated dates allowed to be exclusive of travel and block prices required to be inclusive of travel. All acts, regardless of price, will be interspersed with each other on the showcase
stage. Spotlight acts have 15 minutes to perform

**Special Events Showcases** (Conference Only) - The Special Events Showcase is a showcase opportunity that is not performed in the Spotlight or Lecture venue. Although these showcases can vary in nature, this type of showcase can provide showcase opportunities for events that do not fit into the stage performance model, such as casino nights, dance parties, etc. NACA will provide a location for Special Events Showcase; however, the associate member is responsible for all load-in, load-out costs, as well as any other sound and lights, labor, electricity and/or staging costs. Sound or technical checks must be arranged by the associate member firm.

**National Convention Showcase Policies**

**Who May Submit**
Firms that have paid their associate membership and CAMP fees are welcome to submit to showcase. Acts may submit if they did not showcase at the previous year’s National Convention.

**Club, Mainstage, Emcee, Sampler Showcase and Roving Artist Showcase Policies**

**Materials to Be Submitted for Club, Mainstage, Emcee, Sampler Showcase and Roving Artist Showcases**
For an act to be considered for a showcase, all of the following items must be received by the listed deadline:

- Associate CAMP Fees Paid
- National Associate Membership Fee (if not previously paid)
- Showcase Submission via the NACA® website

*Note: Failure to provide complete submission materials as outlined above may result in removal of the act from consideration. The decision to remove an act will be at the sole discretion of the NACA® Office. No refunds will be made for disqualifications due to incomplete submissions.*

It is the responsibility of associate members to ensure that information submitted is correct. NACA takes no responsibility for verifying artist rosters, either prior to listing in the Directory or during the showcase submission process. Duplications or conflicting information in rosters must be worked out between agencies and the NACA® Office notified of the final disposition. If associate members knowingly submit inaccurate information, they are subject to sanctions as outlined in the *NACA® Process for Dealing with Violations of Association Policy*, including revocation of membership.

**Selection Criteria**
1. The Showcase Selection Committee has sole responsibility for choosing Mainstage, Emcee, Club, Sampler and Roving Artists showcases.
2. Selection for showcase attractions and alternates will be based on all materials
submitted; all alternates will be chosen from the acts ranked by the Showcase Selection Committee.

3. The selection committee may eliminate an attraction from consideration (or from showcase) if its stage or technical requirements exceed the capabilities of the facility or production time limits.

4. The criteria utilized to review submitted acts will include, but are not limited to:
   - Competition with regard to other acts submitted to the Convention;
   - Contribution to variety with regard to national exposure to the college market and/or general entertainment market in live and/or radio/broadcast performance;
   - Block Booking prices that are competitive with those from other acts submitted for the Convention;
   - Category of talent (the committee attempts to achieve variety and balance);
   - Diversity and/or variety as compared to other acts/artists submitted for the Convention;
   - Originality – both of the performance/act and within the pool of acts submitted for the Convention;
   - Talent as compared to other acts submitted for the Convention;
   - Anticipated college marketability on a national level;
   - Accomplishments/appearances within the college market and the general entertainment market;
   - Degree of completeness of the information submitted;
   - Distribution of artists among exhibiting associate members.

5. In addition, the following criteria will be used to evaluate attractions submitted for the specific showcase categories indicated:
   - Showcase applicant must be available to appear on any of the scheduled showcases in the category for which they are applying.
   - An artist/performer may not showcase two consecutive years, regardless of category, either as a member of a group or as a solo artist.
   - An artist/performer may not showcase more than once at the Convention, regardless of category, either as a member of a group or as a solo artist.
   - The selection committee is not obligated to select Masters of Ceremonies from those independently submitted but may also solicit additional candidates from those acts submitted for other showcase categories.

6. No more than four acts may be selected to showcase, and no more than two alternates may be selected as alternates for a total of six acts, maximum, represented by any agency or firm in these categories. These totals are exclusive of any acts that may be selected by the Lecture Showcase Committee.

Lecture Showcase Policies
Materials to Be Submitted for Lecture Showcases
For an attraction to be considered for the showcases, all of the following items must accompany the application and be received by the NACA® Office by the indicated deadline:

- Associate CAMP Fees Paid
- National Associate Membership Fee (if not previously paid)
- Showcase Submission via the NACA® website

Note: Failure to provide a complete submission packet as outlined above may result in removal of the act from consideration. The decision to remove an act will be at the sole discretion of the NACA® Office. No refunds will be made for disqualifications due to incomplete submissions. Applications will not be considered complete unless the showcase application is signed.

It is the responsibility of associate members to ensure that information submitted is correct. NACA takes no responsibility for verifying artist rosters, either prior to listing in the Directory or during the showcase submission process. Duplications or conflicting information in rosters must be worked out between agencies and the NACA® Office notified of the final disposition. If associate members knowingly submit inaccurate information, they are subject to sanctions as outlined in the NACA® Process for Dealing with Violations of Association Policy, including revocation of membership.

Selection Process for Lecture Showcases
1. The Lecture Showcase Selection Committee has the sole responsibility for selecting all lecture showcase attractions.
2. Selection will be based on all materials submitted.
3. The selection committee will review 10 minutes of the submitted video.
4. The selection committee may eliminate a submission from consideration if its stage or technical requirements exceed the capabilities of the facility or production time limits.
5. In an effort to provide lecture choices to meet the needs of a variety of institutions, it shall be the intent of the selection committee to select lecturers for 60% of the showcases from those submissions whose isolated price is $5,000 or less, while the remaining 40% will be selected from submissions whose isolated price is in excess of $5,000. These percentages may be adjusted by the committee based upon the quantity and the committee’s assessment of the quality of the submissions in each price range.
6. Selection of these showcase attractions shall occur to allow those selected to meet publishing deadlines for the National Convention issue of Campus Activities Programming® magazine.
7. No more than two acts may be selected to showcase, and no more than one act
may be selected as an alternate for a total of three acts, maximum, represented by any agency or firm in this category. These totals are exclusive of any acts that may be selected by the main selection committee for other categories.

PRODUCT/SERVICES VIDEO
Overview
The variety of programs and services that are available to the campus market are such that not all can be presented live to an audience in the traditional showcase format. For this reason, the Product/Services Video Showcase was developed.

This showcase is intended to provide product and service oriented associate members with an outlet to showcase programs that might include educational products, music video products, general entertainment on video (excluding feature film product), travel or business supplies.

Materials To Be Submitted for Product/Services Video Showcases
For a video to be considered for this category, all of the following items must accompany the application and must be received by the indicated deadline.

- Associate CAMP Fees Paid
- Associate Membership Fee (if not previously paid)
- Showcase Submission via the NACA website
- No submission fee will be charged for Product/Services Video applications.

Once a video is accepted to showcase, a non-refundable Product/Services Video Showcase fee must be submitted to the NACA® Office within two weeks of notification.

Selection Criteria
In selecting product services videos for showcase, the following factors are considered:

- Competition within categories;
- Variety and balance among categories;
- Originality and quality of production;
- Educational and/or entertainment value;
- Technical requirements in comparison to showcase facility or production time limits.

At The Convention
1. The Product/Services Video Showcases are scheduled as part of the Mainstage Showcases. Once the audience has arrived, the Showcase Production Coordinator will determine when the showcase begins. The video will either be shown before the Master of Ceremonies’ performance on the Mainstage Showcase or at any other part
of the Mainstage Showcase, preceding any act. The maximum video length is five minutes.

2. A representative of the firm that is showcasing the video must deliver and present to the showcase coordinator a copy of the video(s) at least 30 minutes prior to the beginning of the Mainstage Showcase and pick it up immediately following the showing.

3. NACA will provide the necessary equipment and personnel to showcase videos in DVD format.

4. In the event a showcase is interrupted due to technical difficulties, the NACA® Showcase Production Coordinator and the Executive Director or designee will determine if a re-showing is appropriate. NACA assumes no liability for technical difficulties beyond its control.

FILM SCREENING POLICIES

Overview
Screening films is a popular form of entertainment for students on college campuses across America. In addition to popular titles, foreign, cultural and thematic titles are also presented on campuses to reflect the diverse interests and population of today’s college students.

Materials To Be Submitted for Film Screening Showcase
• Associate CAMP Fees Paid
• National Associate Membership Fee (if not previously paid)
• Showcase Submission via NACA® website
• No submission fee will be charged for Film Screening Applications.

Review Criteria
• Full-length films, features or short subjects are eligible for showcase. Only films to be shown in DVD format are eligible for showcase.
• In selecting films for showcase, the following factors are considered:
  a. Critical acclaim;
  b. Exposure (films that have not been previously exposed nationally are given priority consideration);
  c. Program balance (an attempt is made to achieve a balanced program of screenings);
  d. Price (an attempt is made to offer a range of price categories to buyers).
• Any one film – or any film compilation – cannot exceed 180 minutes. In an effort to give all firms equal opportunity to have their products screened, each firm’s first film application will be considered and scheduled if selection criteria are met. If screening slots remain open, a second film will be considered from each firm utilizing the same criteria. If
submissions exceed available slots, films will be scheduled in order of the date received using the same selection criteria.

- NACA may require the screening of a film before accepting it.
- A firm may not change a film title once it has been accepted for screening without prior written approval from the NACA® Executive Director or designee.

At the Convention

1. Film screenings are normally scheduled during all showcase and CAMP periods.
2. NACA is responsible for providing the necessary equipment and personnel to properly showcase the films. Firms with special equipment or facility needs must make advance and appropriate arrangements with NACA. Note: individual screening rooms are not available.
3. Applications that are received and accepted by the published deadline will be publicized to NACA® member schools in the January/February issue of Campus Activities Programming® and in the National Convention Program, which is distributed at the Convention. All other accepted titles will be publicized in the National Convention Program only. Submissions received after the published deadline will not be considered.
4. A representative of the firm that is screening the film must deliver and present to the screening room operator a print of the film(s) at least 30 minutes prior to the scheduled screening time and must pick up the print(s) immediately following the screening. NACA accepts no responsibility for overnight storage of films. NACA accepts no responsibility for rescheduling a film or providing a refund for a film not delivered to the film screening operator at the times noted above.
5. Any shorts or trailers used in the program are to be included on a single DVD as the main feature. The quality of the submitted title is the responsibility of the firm.
6. In the event a screening is interrupted due to technical difficulties, the NACA® Screening Coordinator, and the Executive Director or designee will determine if a re-screening of the film is appropriate. NACA assumes no liability for technical difficulties beyond its control.
7. Firms desiring to show multimedia presentations at the Convention should speak with the Executive Director or designee for more specific information.

Screening Fees

Screening fees for each program are assessed per 15 minutes or fraction thereof. The screening fee is due immediately upon notification of acceptance.

On-Site Selected Mainstage Showcase Policies

Overview
While attending the Convention, school delegates will choose one act for the last Mainstage Showcase that will be chosen on site. Delegates will vote on an act attending the Convention who has registered for the On-Site Selected Showcase. Artists or their representatives may register for this showcase at Associate Registration or by the end of the first CAMP to the CAMP Staff Booth. Artists must meet all current showcase criteria and restrictions. Registration will include confirmation that the artist will be available for sound check and showcase and have the ability to pay the showcase fee on site. The successful act is expected to pay the appropriate showcase fees via cash or credit card prior to sound check, and will perform during the last Mainstage Showcase on the final day of the Convention.

The CAMP Coordinator is responsible for the facilitation of this process. ONLY acts who have NEVER showcased at any previous National Convention—in any showcase category—are eligible for On-Site Selected Showcase consideration.

While acts are encouraged to promote themselves through placement of ads in the Convention Program and through social media, any physical promotion of an act on the On-Site Selected Ballot during the actual dates of the conference may ONLY take place from the firm’s booth in CAMP. Examples of prohibited physical promotion are, but not limited to:

• Distribution of flyers, promotional items or other physical materials to delegates outside of CAMP, either inside or outside of the conference venue(s).
• Announcements from the stage by other showcasing acts which encourage voting for one or more specific acts.
• Distribution of cash or prizes to a delegate in exchange for a vote for a particular act or in exchange for proof that a delegate has voted in general.

If an act is questioning if their marketing technique will or will not be prohibited under this policy they should consult with the NACA® Office beforehand.

Violation of these policies will result in the immediate disqualification of the act from On-Site Selected Showcase eligibility and the forfeit of their opportunity to showcase regardless of the voting outcome. Any acts which utilize this policy to disqualify another act in malice will result in the offending act’s/firm’s booth being closed for the remainder of the conference and any additional showcases that firm may have will be forfeited with no refund available. These policies shall be interpreted and enforced by the CAMP Coordinator in coordination with the NACA Office and their decision will be final.

Alternates wishing to participate in the on-site selected showcase process are not
required to forfeit their alternate spot in order to participate:

- If an alternate on the ballot for On-Site Selected Showcase consideration is offered and accepts a showcase spot once the On-Site Selected Showcase ballot is created and distributed to Convention delegates, every reasonable effort will be made to communicate to Convention delegates via the existing methods being used for Convention updates that this act/performer is no longer eligible to be chosen as the On-Site Selected Showcase.
- A revised On-Site Selected Showcase Ballot will not be created once distributed.
- Any votes the showcasing act/performer may receive will be removed from the final count which determines the On-Site Selected Showcase winner.

The Rules

- Only attractions that can be on site on the final day of the Convention can apply.
- Attractions must submit a complete application no later than the close of the first marketplace on the first day of the Convention. This application must include technical information. Applications can be turned in at Associate Registration or at the CAMP Staff booth in the exhibit hall. Applications will be available at Convention registration.
- A list of showcase applicants will be posted and distributed in CAMP beginning with the start of the first CAMP on the second day of the event and will include the artist, agency and booth number. School delegates will be asked to visit the booths or eligible attractions to review promotional materials, bio, pricing and other information to help them decide for whom to vote.
- Each school delegate is allowed one vote.
- Voting begins at the first CAMP on the third day of the event and end at the close of that day’s last CAMP.
- The successful act will be notified as soon as possible following the final tally. The full showcase fee must be paid by cash, cashier’s check or credit card no later than sound check on the final day of the Convention.
- The act will have a sound check on the final day of the Convention and will be announced at the beginning of the last Mainstage Showcase.

The following sections apply to all showcases EXCEPT Product/Services Video, Film Screenings, Sampler Showcase and the On-Site Selected Mainstage Showcase.

Showcase Scheduling

1. The performance time slot assigned to each attraction will be determined by the Showcase Production Coordinator, in consultation with the NACA® Office, based on technical requirements and aesthetic consideration.
2. In order to be considered, attractions must be available to appear on any of the showcases listed. These times will be determined by each Showcase Production Coordinator.

3. All attractions selected to appear on a showcase must submit a signed letter of intent regarding their appearance on the showcase and payment of the showcase fee within two weeks after notification of selection or the act will be removed from the showcase and an alternate will be moved onto the showcase. Showcasing acts and alternates must also submit the following with their Showcase Letter of Intent:
   - Stage plot;
   - Soundboard input list;

4. Once the performance schedule is finalized and Showcase Letters of Intent have been sent, no requests from acts or associate member firms to change performance times will be honored. If an act cannot perform at the time assigned, the act will be removed from the showcase and an alternate will be moved onto the showcase. Changes in showcase performance times due to technical limitations, labor issues or any other reason that may be deemed necessary by the Showcase Production Coordinator in coordination with the NACA® Office will be permitted.

5. Each Mainstage, Club and Lecture showcase will have a sound check the day of its performance. The Showcase Production Coordinator will assign the time for the sound check. An act will be allowed a total of 15 minutes for its sound check and is responsible for setting up and taking down its own equipment for the check.

6. If an act fails to be present at the appointed showcase sound check time, the Showcase Production Coordinator will replace the act with an alternate. The act’s agent or representative will not be allowed to perform a sound check for the act. The act must physically be present for the sound check.

7. An alternate will appear during the same showcase block in which the vacancy occurred (i.e. Mainstage 1, Club 2, etc.) but may not necessarily perform in the same order as originally occupied by the act they are replacing. The Showcase Production Coordinator has the authority to change the order of acts in the showcase block as they deem necessary.

8. In the event of a cancellation where no alternate in the same showcasing category is available, the Showcase Production Coordinator shall attempt to fill the spot as follows:
   - Showcase coordinator will go through alternates in rank order for Mainstage then going to Club, and finally considering Mainstage then Club Emcee alternates.
   - If no one from these three categories is available in the priority order stated above, the spot shall remain open and performance times shall be adjusted accordingly.
   - If the Showcase Production Coordinator has already placed an alternate from a different category and another vacancy occurs, the original category’s ranked alternates will be considered again and the same priority order will be followed if
there is a need to move to different categories again.

- Any alternate offered a showcase opportunity one or more times and is not eligible to perform when asked will forfeit the previously paid showcase alternate fee.
- Alternates for the Roving Artist, Sampler Showcase, Special Event or Lecture categories will not be eligible for consideration to perform in any category other than the categories to which they were selected as alternates.

**During the Showcase**

1. The showcasing attraction and its representative must be backstage and in contact with the Showcase Production Coordinator 30 minutes prior to the start of the showcase performance period. The representative must remain at the location designated by the Showcase Production Coordinator until the attraction has completed its performance and the stage is cleared for the next attraction. Firms failing to comply with this requirement may forfeit the right of their attraction to perform.

2. Prior to the Convention, the Showcase Production Coordinator will determine the individuals other than the performers and the firm representative who will be allowed backstage. No other personnel will be allowed in the backstage area under any circumstances. Changes in personnel within the attraction since showcase selection that do not alter the concept or talent as presented by the attraction on the showcase and as will be presented on the road may be permitted at the discretion of the Showcase Production Coordinator. Changes in personnel in single artist acts are not allowed.

3. The firm representing a showcasing attraction must be present for the duration of the Convention unless prior written permission has been granted by the Executive Director or designee. This agency must be the only booking contact for that attraction during the Convention. If the representation of the attraction is in dispute, and the dispute cannot be settled prior to the beginning of the Convention, the attraction will not be allowed to perform on the showcase, and the firms in dispute regarding the representation of the attraction will forfeit their booth spaces and any subsequent showcases, and will no longer be able to participate in and/or attend the Convention.

4. The power supply for lights and sound will be under the supervision and control of the Showcase Production Coordinator at all times. Subject to the approval of the firm presenting the act, a representative of the artist may assist at the sound and light control boards during the artist's performance if the artist wishes.

5. The sound decibel level of an attraction's performance shall be an average level not to exceed 100dBs in the room, and 105 dBs peak measured at the sound mixing console (located approximately 100 feet from the stage) and a peak of 115 dBs measured on the stage. The sound company will be responsible for providing a dB meter. The Showcase Production Coordinator will be responsible for monitoring and
enforcing the decibel levels.

6. Any attraction that exceeds the showcase time limit of 15 minutes for Mainstage, Club or Lecture will have its lights and sound cut off. Each attraction’s time allotment will begin upon introduction. All stage equipment set-up time is not included in the showcase time limit.

7. All instruments, instrument amplifiers, stage props and/or special lighting effects are the sole responsibility of the attraction or agency. All attractions will perform under general stage lights unless a representative is present to call lights. A standard concert sound system and operator will be provided by NACA. A tuned piano will also be provided if requested in advance on the act’s showcase technical specifications form. Pianos (whether provided by NACA or the showcasing act) will not be permitted for Lecture or Emcee showcases.

8. The on-site contact person at the Convention for showcase acts or alternates should provide his/her hotel room information to the Showcase Production Coordinator.

9. Any alternate on site must check in with the Showcase Production Coordinator at least two hours prior to the beginning of the appropriate showcase(s), and should not leave the designated showcase area until authorized to do so by the Showcase Production Coordinator.

10. In showcase attractions that include hypnosis, the performer may not conduct any mass/group hypnotic suggestion of the audience as part of the showcase. Only volunteers ON STAGE may be used. The performer may pre-select participants, prepare them and have them waiting backstage, in order to keep the performance within the 15-minute showcase time limit. Following a hypnosis showcase, the performer must be available to debrief anyone who has been hypnotized during the show and to properly debrief any on-stage participant, as well. In addition, the Showcase Production Coordinator is responsible for advising the audience prior to any showcase including a hypnotist of the potential side effects of the showcase and that participation is voluntary. (Information to this effect will also appear on registration forms.)

11. Insurance and Indemnity: Exhibitors and/or showcase acts that feature or include demonstrations that involve participants physically, through use of equipment, the wearing of devices or apparel provided by the exhibitor/showcaser, and that may place the participant at risk, must meet the following insurance requirements:
   a. Exhibitor/showcaser agrees to release, hold harmless, indemnify, defend and forever discharge the National Association for Campus Activities and each and every officer, agent and employee of NACA, from all claims, causes of action, loss, damage, costs, attorney’s fees and liability for all injuries to persons or property arising from acts or omissions of the exhibitor/showcaser or exhibitor’s/showcaser’s employees, agents or officers howsoever caused.
Exhibitor/showcaser further agrees to waive rights of subrogation in favor of NACA in any claim, liability or cause of action.

b. Exhibitor/showcaser shall arrange for NACA to receive a Certificate of Liability Insurance naming NACA as co-insured, from the exhibitor’s/showcaser’s insurance company, by the date specified in this Guide, to perform a showcase or booth demonstration at the National Convention. The liability insurance shall cover the entire period of the exhibitor’s/showcaser’s stay at the Convention, including early arrival and late departure dates.

c. Minimum coverages are as follows: bodily injury and property damage: $1,000,000 each occurrence and aggregate.

12. The showcasing attraction’s representative shall provide a written introduction of the attraction to the Showcase Production Coordinator upon acceptance of showcase. Roving Artists will be introduced at the beginning of a Mainstage Showcase on that day. The Showcase Production Coordinator will inform the attraction of which showcase their introduction will be made at when they notify the attraction of their assigned day.

13. Attractions appearing on the showcase may attend the Convention the only on day they are appearing unless they are registered as delegates. Showcase alternates may attend the Convention on one day designated by the Executive Director or designee. If a showcasing artist or alternate wishes to attend only CAMP on days not covered by their showcasing artist pass, they may purchase CAMP-ONLY pass(es). These CAMP-ONLY passes may be purchased for multiple days. If a showcasing artist or alternate wishes to attend conference functions other than CAMP on the days not covered by their showcasing artist pass, they may purchase a day pass (for one day only) or a full registration (if they wish to attend all Convention functions for more than the one showcasing day and the one day pass day). Exceptions must be approved by the Executive Director or designee. Violations may result in loss of exhibit space and forfeiture of all fees.

The following sections apply to ALL showcases:

Cancellations & Eliminations from Showcase
1. No substitutions will be allowed on showcases. If an attraction that has been selected is unable to appear, the time slot is forfeited.

2. If a cancellation occurs in the showcase schedule, the vacant slot will be assigned to the first attraction on the rank ordered alternate list. The alternate will not necessarily fill the slot vacated but will appear on the showcase at a time designated by the Showcase Production Coordinator. If a cancellation occurs on the showcase schedule and the alternate list is exhausted, that slot will be left vacant and the time slots of the remaining acts on that showcase will be moved up accordingly.

3. An attraction selected for showcase will be eliminated if the firm submitting it:
• No longer represents the act.
• Is not the only booking contact for that attraction during the event.
• Withdraws from the Convention.
• Fails to attend the Convention, or leaves the Convention after arrival, or is not staffing its booth during the required hours.
• Has its NACA® membership withdrawn.
• Is no longer in business.
• Is under legal restraints from presenting the attraction.
• Does not have the right to present the attraction.
• Violates the terms of the signed letter of intent.

4. Showcase fees will not be refunded if the attraction is eliminated from the showcase or showcase alternate list resulting from violations of Convention policies.

5. A 25% refund will be given to associates who cancel a showcase and request a refund when the NACA® Office receives a written request at least 30 days prior to the first day of the Convention.

6. A 100% refund shall be made to associates who were chosen as alternates and were not selected to showcase. Alternates who are selected to appear and do not showcase when asked will forfeit their showcase fee. Alternates may withdraw for a 100% refund when the NACA® Office receives a written cancellation notice at least seven (7) days prior to the first day of the Convention.

7. Date ranges refer to when written notice is received in the NACA® Office, not when written notice is mailed or postmarked. No substitution of attractions by associate members will be allowed.

At the Convention

1. Artists/agencies providing any showcasing artist/act for the National Convention are required to register at least one delegate and purchase and staff a booth in CAMP for the duration of the Convention.

2. The firm submitting an act must be present at the Convention for the duration of the Convention and must be the only booking contact for that act during the Convention. If the act has already appeared on the showcase and the company is not staffing its booth during the required hours, that company cannot submit an act for the next Convention, the company’s booth(s) will be closed for the duration of the Convention, delegates will be informed that the act’s booking contact has left the Convention, and the company may be permanently removed from the membership. Violators of this policy will not be entitled to any rebate of fees.

3. Firms representing artists on the showcases are responsible for making their artists fully aware of the Convention policies, especially with regard to the proper use of Convention IDs. Unauthorized use of artist IDs by individuals not registered at the
Convention will be the responsibility of the firm presenting the artist, and that firm will be prohibited from submitting an act for the next Convention.

4. Fees for showcases or other activities will be accepted only during published NACA® registration hours.

5. Showcasing acts cannot invite media to attend their showcases without the prior written permission of the NACA® Office. Requests must be received and approved at least two weeks prior to the Convention – no requests will be approved on site. If approved, the agency representing the showcasing act must provide NACA with a complete list of invitees and RSVPs at least one week prior to the Convention. If media are arriving during stated registration hours, an appropriate agency representative must be at the registration desk to meet them. If media are arriving after the stated registration hours, the agency must make arrangements to have appropriate agency representatives greet and monitor press.

6. Guests coming to the Convention to review an artist will be required to pay for a day pass in order to attend. If the guest will be arriving after the registration desk has closed, the artist is responsible for picking up the guest’s registration materials and paying the day pass fee prior to the close of registration.

Regional Conference and Festival Showcase Policies

Showcase Category Descriptions

**Spotlight Showcase (High and Low)**
This category features both established and up-and-coming artists performing for 15 minutes each. At least 13 of the 35 acts chosen for the Spotlight Showcase stages would need to have prices of $1,250 or less (Spotlight Low). Isolated dates for Spotlight Low can be exclusive of travel, but block prices must include travel. These acts will be interspersed with Spotlight High acts, rather than showcase together. Spotlight High encompasses all other pricing. A piano will be provided by NACA if requested on the Showcase Application where indicated.

**Master of Ceremonies Showcase**
These acts introduce the other acts in Spotlight Showcase, and entertain during set changes. This category includes acts that require a minimum of set-up time and which can perform in front of the curtains or on the stage apron. Pianos will not be provided nor allowed for Master of Ceremonies Showcase.

**Lecture Showcase**
Lecture acts are those that cover topics such as social awareness, political issues, health and environmental concerns, the arts, etc. This category is primarily non-musical and
educational. Lecture acts have 15 minutes to present. An act may take questions from the audience or conduct a question and answer session within their 15-minute period. Pianos will not be provided nor allowed for Lecture Showcase.

**Roving Artist Showcase**
This free-form category can show off any kind of novelty, variety or musical talent. Artists selected for this showcase perform in designated areas within the event facility. More than one Roving Artist may be scheduled per day at the discretion of the showcase selection committee, in consultation with the NACA Office. It is the intention that artists be mobile. NACA does not provide nor allow any equipment, sound or lighting for this category. The following guidelines will apply to this showcase category:

- Acts in this category cannot use any electrical outlets, lighting, staging, portable music players or anything else using batteries or an electrical outlet that produces sound. The Roving Artist will be permitted to perform from 12:01 am until midnight on the day determined by the designated event contact and in areas determined by the NACA Office. Performance times and locations may be limited due to site restrictions and facility policies.
- The Roving Artist is not allowed to perform during any Spotlight, Lecture, Special Event or Sampler Showcase.
- The Roving Artist may perform outside of the room during meal functions, but the performance must end no later than five minutes before the beginning of any showcase, awards program or any other activity deemed in direct conflict by the designated event contact.
- The Roving Artist may perform during an educational session but should not be seen or heard from an educational session room.
- Roving Artist acts will be introduced at the beginning of a Spotlight Showcase on the act’s assigned showcase day and the Showcase Production Coordinator will inform the act what time it will take place.

**Special Event Showcase**
Special Event Showcase is a category that is not performed in the Spotlight or Lecture venue. Although these can vary in nature, this type of showcase can provide opportunities for events that do not fit into the stage performance model, such as casino nights, dance parties, etc.

NACA will provide a location for Special Event Showcase; however, the associate member is responsible for all load-in, load-out costs, as well as any other sound and lights, electricity and/or staging costs. Line or technical checks must be arranged by the associate member firm.
On-Site Selected Showcase

One act for the last Spotlight Showcase may be chosen on-site by conference delegates, who will vote from among associates attending the conference who have pre-registered for this category. Artists or their representatives must register for this category at Associate Registration the first day of the conference; artists must meet all current showcase criteria and restrictions. Associate members that have already been allotted and accepted the maximum number of showcases by the showcase selection committee (three acts and two alternates per agency) are not allowed to submit artists or programs for on-site showcase consideration. If an associate member who was originally allotted and accepted the maximum number of showcases drops a previously allotted and accepted slot, they are still not eligible to submit artists or programs for on-site showcase consideration. Alternates wishing to participate in the on-site selected showcase process are not required to forfeit their alternate spot in order to participate:

- If an alternate on the ballot for On-Site Selected Showcase consideration is offered and accepts a showcase spot once the On-Site Selected Showcase ballot is created and distributed to conference delegates, every reasonable effort will be made to communicate to conference delegates via the existing methods being used for conference updates that this act/performer is no longer eligible to be chosen as the On-Site Selected Showcase.
- A revised On-Site Selected Showcase Ballot will not be created once distributed.
- Any votes the showcasing act may receive will be removed from the final count which determines the On-Site Selected Showcase winner.

ONLY acts who have NEVER showcased in a given region – in any showcase category – are eligible to apply for On-Site Selected Showcase in that region. All other eligibility criteria remain the same. Registrations for the on-site selected showcase will include confirmation that the artist will be available for line check and showcase and have the ability to pay the showcase fee on site. Artists are expected to pay the appropriate showcase fees via cash or credit card upon notification of selection.

The list of on-site showcase applicants will be posted in CAMP beginning with the start of the second CAMP on the first day of the conference and will include the artist, agency and booth number. School delegates will be asked to visit the booths of eligible acts to review promotional materials, bio, pricing and other information to help them decide for whom to vote. While acts are encouraged to promote themselves through placement of ads in the conference Program and through social media, any physical promotion of an act on the On-Site Selected Ballot during the actual dates of the conference may ONLY take place from the firm’s booth in CAMP. Examples of prohibited physical promotion are, but not limited to:

- Distribution of flyers, promotional items or other physical materials to delegates
outside of CAMP, either inside or outside of the conference venue(s).

- Announcements from the stage by other showcasing acts which encourage voting for one or more specific acts.
- Distribution of cash or prizes to a delegate in exchange for a vote for a particular act or in exchange for proof that a delegate has voted in general.

Any act questioning if their marketing technique will or will not be prohibited under this policy should consult with the NACA Office beforehand.

Violation of these policies will result in the immediate disqualification of the act from On-Site Selected Showcase eligibility and the forfeit of their opportunity to showcase regardless of the voting outcome. Any acts which utilize this policy to disqualify another act in malice will result in the offending act’s/firm’s booth being closed for the remainder of the conference and any additional showcases that firm may have will be forfeited with no refund available. These policies shall be interpreted and enforced by the Regional Business Networks Coordinator in coordination with the NACA Office and their decision will be final.

Each school delegate is allowed one vote. Ballots will be passed out and voting will begin at the first CAMP on the second day of the conference and ends at the close of the final CAMP that same day. The successful act will be notified as soon as possible following the final tally and given their line check time. The showcase fee must be paid in full no later than 10 AM on Saturday of the event. The winner will not be allowed to sound check or perform without receipt of payment. The Regional Business Networks Coordinator or designee will be responsible for the facilitation of this process.

A copy of the ballot showing the total number of votes each applicant received will be posted in the CAMP at the first CAMP which follows the performance of the On-Site Selected Showcase recipient.

**Sampler Showcase**

These brief showcase opportunities will take place on a spotlight venue as coordinated with the NACA Office. The showcase order will be determined by the Showcase Production Coordinator. The Coordinator has the authority to change this rotation as needed. Artists will have five minutes to perform. Artists applying for this category must be able to perform with minimal sound reinforcement. NACA will provide house sound, consisting of four inputs (either microphone or direct input). Pianos will not be provided by NACA for Sampler Showcase. There is no opportunity for a sound/light check.

**Who May Apply**
1. Any firm wishing to submit an act for a conference showcase must:
   • Be a current national member of NACA or be a current regional associate member in the region to which they are submitting an application, prior to or at the same time as submitting an application (see “General Policies” on Page 5 of this Guide for more information).
   • Be in good financial standing (not appear on an NACA bad debt list).
   • Submit a CAMP Booth payment.
   • Submit a Showcase Application and a non-refundable application fee.
2. No more than three acts and two alternates per agency will be selected for each conference. This will be inclusive of all showcasing categories.

**Showcase Fees & Refunds**

1. Payment of the showcase fee must be submitted within 10 days after notification of selection or the act will be removed from the showcase and an alternate will be moved onto the showcase. Showcasing acts and alternates must return a signed copy of the Showcase Letter of Intent and Artist Information Form with their showcase fee or showcase alternate fee payment (note: a copy of the artist’s/act’s photo as a JPEG or TIF file and an electronic copy of the artist’s/act’s biography must also be submitted at this time.) Artists’ bios are limited to 150 words in length. Please note that all submitted materials become the property of NACA and will not be returned.

2. A 25% refund will be given to associate members when the NACA Office receives a written request at least 30 days prior to the first day of the conference, unless there has been a violation of policy.

3. No portion of showcase fees will be refunded if the act is:
   • Eliminated from the showcase due to violation of conference policies.
   • Unable to appear and notifies the region less than 30 days prior to the start of the conference.

3. No substitution of acts by associate members will be allowed.

4. Alternate acts must pay 50% of their showcase performance fee within 10 days of notification of their selection as an alternate. The balance of the fee must be paid when selected to appear. A 100% refund shall be made to associates who were chosen as alternates and were not selected to showcase. Alternates who are selected to appear and do not showcase when asked will forfeit their showcase fee. Alternates may withdraw for a 100% refund when the NACA Office receives a written cancellation notice at least seven days prior to the first day of the conference.

5. Fees paid on site must be in the form of cash, credit card, money order or cashier’s check.
Materials for Submission
Showcase submissions will only be accepted through the online platform provided by NACA

It is the responsibility of associate members to ensure that information submitted is correct. NACA takes no responsibility for verifying artist rosters submitted for the online directory or during the showcase submission process. Duplications or conflicting information in rosters must be worked out between agencies and the NACA Office notified of the final disposition. If associate members knowingly submit inaccurate information, they are subject to sanctions as outlined in the NACA Process for Dealing with Violations of Association Policy, including revocation of membership.

In order for an act to be considered for a showcase, submissions must be received by the published deadline.

Criteria for Reviewing Submitted Acts
1. The showcase selection committee has the sole authority to select acts for the regional conference showcases.
2. Materials submitted must be an accurate representation of the material and personnel that will actually appear on the showcase.
3. An artist/performer may not showcase two consecutive years at the same regional conference, regardless of category, either as a member of a group or as a solo artist. An artist/performer may not showcase more than once at the same regional conference in any given year, regardless of category, either as a member of a group or as a solo artist.
4. Master of Ceremonies acts that use stage equipment other than a microphone or whose staging may interfere with the presentation of Spotlight showcase acts must fully describe these circumstances at the time of application. Due to the unique nature of the Master of Ceremonies showcase structure, specific times and pacing will be determined by event.
5. The criteria utilized to review submitted acts will include but are not limited to (not necessarily in priority order):
   • Originality (both of performance/act and within the pool of acts submitted).
   • Talent as compared to other acts submitted.
   • Block Booking prices that are competitive with other acts submitted.
   • Competition with regard to other acts submitted.
   • Anticipated college marketability and audience appeal within the region to which the application was submitted.
   • Diversity and/or variety as compared to other acts/artists submitted.
• Distribution of artists among exhibiting associate members.
• Accomplishments/appearances within the college and general entertainment market.
• Degree of completeness of the information submitted.

6. Acts will be considered for the category for which they applied. If an individual act has indicated that they would be willing to be moved to another showcase category, and the Committee feels the act would be better suited to that category, the firm will be informed of the move upon selection.

7. No more than three acts may be selected to showcase, and no more than two acts may be selected as alternates for a total of five maximum acts represented by any agency or firm.

Showcase Selection Procedures
1. A recorder will be selected to keep an official record of the deliberations.
2. The Showcase Selection Committee Chair will begin the process by reviewing the schedule, all showcase policies, the selection procedures and criteria, the number of acts that must be reviewed, and the confidentiality of the Committee’s discussions. The Chair should also answer any questions from the Committee at this time.
3. All deliberations and discussions during the showcase selection process are confidential. Any breaches of confidentiality could result in sanctions from the Association.
4. The Committee will review submissions in the following order:
   • Spotlight Low
   • Spotlight High
   • Master of Ceremonies
   • Lecture
   • Roving Artist
   • Sampler
   • Special Event
5. Submissions will be reviewed in alphabetical order by performer name in ascending order (A-Z), with the starting letter determined by random drawing by the Showcase Selection Committee Chair immediately prior to the start of the first round. Subsequent rounds of review will pick a different random starting letter.
6. For Spotlight, Master of Ceremonies, Roving Artist, Sampler and Special Event, the Committee will view 1.5 to 2 minutes of the submitted materials. For Lecture, the committee will review 3 minutes of the submitted materials. The committee will follow the instructions indicated by the applicant. At this time, the committee will also review the written materials provided by the act, utilizing the criteria for selection as outlined previously. After this review, a vote will be taken. If 50% or more of the Committee
members vote in the affirmative, the act will move to the second round.

7. In the second round, the Chair will ask if the Committee would like to review any or all of the audio/video material provided. If yes, the Committee will review the audio/video materials and may also review the written materials provided by the act as needed, utilizing the criteria for selection as outlined previously. After this review and discussion, a vote will be taken. If 75% or more of the Committee votes to move the act forward, it will move to the next round.

8. In the third round, each individual Committee member will develop his/her list of the acts he/she would select for showcase, each considering the criteria for selection as outlined previously; the Committee will then discuss these acts and will move those with the highest number of votes to the final list.

9. After all acts are selected for showcase, alternates will be chosen and ranked accordingly in the following categories:
   - Low Tech (four inputs or less (either microphone or direct input); no pianos allowed, and MINIMAL other tech needs as defined by the Showcase Production Coordinator from what is submitted to NACA on the showcase application, input list and stage plot.) Low tech acts may be required to perform in front of the curtain on the thrust.
   - High Tech (Any act that does not fit into the above description.)
   - Master of Ceremonies
   - Lecture
   - Roving Artist
   - Special Event

10. The Committee reserves the right to revisit eliminated acts and/or to move acts indicating they would accept such a move into any other category as needed to finalize the alternate lists.

11. The Showcase Selection Committee Chair will forward via e-mail the list of showcasing acts to the event contact at the NACA Office within one business day of the conclusion of the selection process. The Office will notify associate members of selection by posting this information on the NACA Web site as soon as possible following its receipt and no later than the notification date listed in this Guide.

12. Upon request, the Showcase Selection Committee Chair will notify the appropriate associate member agency(cies) representing acts/artists not selected to showcase of the review round in which their act/artist was eliminated; no other feedback will be developed. This information will be available no sooner than seven days following the meeting and will be sent via e-mail. In general, the review rounds will focus on the following main discussion areas:
   - **Round One**: Overall quality of the materials/performance;
   - **Round Two**: Performance as compared to other submitted performances; and
• **Round Three:** Ranking with regard to placement on final lists.

**Composition**

The composition of the showcase selection committee will be at the discretion of the Conference Program Chair or designee with the following considerations:

1. The Chair of the showcase selection committee shall vote only in the case of a tie.
2. The Chair must have served on a regional conference showcase selection committee at least one time. The Chair must also be a full-time staff member at a current NACA member school.
3. Within the parameters of the policies outlined by NACA, the Chair is solely responsible for making changes, determining ties, etc. Policy interpretation will also be the sole province of the Chair, in consultation with the NACA Office.
4. In addition to the Chair of the Committee, other non-voting members of the Committee shall include the Business Networks Coordinator or a designee from the Regional Conference Program Committee (RCPC), the RCPC Chair or a designee from the RCPC, and the Showcase Production Coordinator or Assistant Production Coordinator. These non-voting members will help facilitate the review and selection process, in roles determined by the Chair of the Committee. Other RCPC members may be called to replace any of the individuals outlined above, if needed.
5. Appointment to the committee should be made with consideration to the various demographic characteristics of the NACA member schools within the region. These considerations should include, but are not limited to:
   - Diversity, which is defined as ethnic identification/race, gender, gender identity, disability, sexual orientation, age, and religion.
   - Geographic location.
   - Size and type of institution.
   - Commuter vs. resident student populations.
   - Awareness of current trends in campus activities.
6. At least 50% of the voting members shall be students. The minimum number of voting members will be eight.
7. Members shall be appointed by the RCPC Chairperson or designee.
8. Associate members may not serve on the Showcase Selection Committee, nor will they attend the showcase selection committee meeting.
9. Members of the Showcase Selection Committee must not be a current or former employee or intern of an NACA associate member firm or agency, or plan to be employed by or be an intern for an NACA associate member firm or agency within the next NACA fiscal year.

**Showcase Scheduling**
1. The performance time slot assigned to each act will be determined by the Showcase Production Coordinator, who reserves the right to change the showcase order within the showcase block as they deem necessary at any time.

2. In order to be considered, acts must be available to appear on any of the showcases listed.

3. All acts selected to appear for a showcase must submit a signed letter of intent regarding their appearance on the showcase and payment of the showcase fee within 10 days after notification of selection or the act will be removed from the showcase and an alternate will be moved onto the showcase. Showcasing acts and alternates must also submit the following to NACA:
   - Stage Plot
   - Soundboard Input List
   - JPEG Photo for Publication (300 DPI resolution preferred)
   - Bio for Publication (150 word limit)

4. Once the performance schedule is finalized and Showcase Letters of Intent have been sent, no requests from acts or associate member firms to change performance times will be honored. If an act cannot perform at the time assigned the act will be removed from the showcase and an alternate will be moved onto the showcase. Changes in showcase performance times due to technical limitations, labor issues or any other reason that may be deemed necessary by the showcase production coordinator in coordination with the NACA Office will be permitted.

5. Each Spotlight and Lecture Showcase act will have a line check the day of its performance. The showcase coordinator will assign the time for the line check. An act will be allowed a total of 15 minutes for its line check and is responsible for setting up and taking down its own equipment for the check.

6. If an act fails to be present at the appointed showcase sound check arrival time, the Showcase Production Coordinator will replace the act with an alternate. The act’s agent or representative will not be allowed to perform a sound check for the act. The act must be physically present for the sound check.

7. Any alternate on site at a regional conference should check in with the Showcase Production Coordinator at least two hours prior to the beginning of the appropriate showcase(s), and should not leave the designated showcase areas until instructed to do so by the Showcase Production Coordinator.

8. Spotlight and Lecture Showcases will be presented unopposed in the conference schedule. Other showcase categories, such as Roving Artist, Sampler and/or Special Event, may be presented at the same time as each other or may have multiple artists/programs showcasing simultaneously within the same showcase slot for that category in the conference schedule. (note: policies for location, timing and other logistical items regarding showcases, which are located throughout this publication,
9. No live Lecture or Spotlight Showcases may be scheduled during student-focused educational session blocks during regional conferences.

**Showcase Alternates**

1. An alternate will appear during the same showcase block in which the vacancy occurred (i.e. Showcase 1, Showcase 2, etc.) but may not necessarily perform in the same order as originally occupied by the act they are replacing. The Showcase Production Coordinator has the authority to change the order of acts in the showcase block as they deem necessary.

2. Alternates will be approached as follows:
   - Lectures (chosen from Lecture Alternate pool)
   - Special Events (chosen from Special Event Alternate pool)
   - Roving Artists (chosen from Roving Artist Alternate pool)
   - Master of Ceremonies (chosen from the Master of Ceremonies Alternate pool with additional considerations outlined in item 12 below)
   - Alternates will be selected from the LOW TECH alternate pool when a:
     - Sampler cancels.
     - LOW TECH Spotlight High cancels.
     - LOW TECH Spotlight Low cancels.
   - Alternates will be selected from the HIGH TECH alternate pool when a:
     - HIGH TECH Spotlight High cancels.
     - HIGH TECH Spotlight Low cancels.

3. In the event of a cancellation where no alternate in the original alternate pool is available, the Showcase Production Coordinator shall attempt to fill the spot as follows:
   - If there are no more HIGH TECH Alternates, we will go to LOW TECH alternates, followed by MASTER OF CEREMONIES Alternates.
   - If there are no more LOW TECH alternates we will go MASTER OF CEREMONIES Alternates followed by HIGH TECH Alternates.
   - If there are no more MASTER OF CEREMONIES Alternates we will go to LOW TECH Alternates that, at the sole discretion of the Showcase Production Coordinator, can effectively be placed in an MASTER OF CEREMONIES spot.
   - Alternates for the Roving Artist, Special Event or Lecture categories will not be eligible for consideration to perform in any category.
   - Following the order outlined above, all alternates (original and any additional categories) will be offered a showcase spot then the Showcase Production Coordinator will go back to the top of the original list to be considered again in the same priority order, moving to additional categories for a second offer to
showcase if needed. If all attempts described above to fill a cancellation with an alternate fails, the slot will be left open.

- At the end of the conference, any alternate offered a showcase opportunity one or more times that was not eligible to perform when asked will forfeit the previously paid showcase alternate fee.

**During the Showcase**

1. Exhibitors and/or showcasing acts that feature or include demonstrations that involve participants physically, through use of equipment, the wearing of devices or apparel provided by the exhibitor/showcaser, and that may place the participant at risk, must meet the insurance requirements outlined under the Insurance and Indemnity section in this Guide.

2. Technical control of all showcase performances including the power supply for lights and sound, sound levels and lighting direction, and all stage and equipment setup will at all times be under the control and direction of the Showcase Production Coordinator. All questions should be directed to this official.

3. The firm representing a showcasing act must be present for the duration of the conference unless prior written permission has been granted by the NACA Office. This agency must be the only booking contact for that act during the conference. If the representation of the act is in dispute, and the dispute cannot be settled prior to the beginning of the conference, the act will not be allowed to perform on the showcase, and the firms in dispute regarding the representation of the act will forfeit their booth spaces and any subsequent showcases, and will no longer be able to participate in and/or attend the conference.

4. Changes of equipment, instruments or personnel within the act that do not alter the concept or talent as presented by the act to the Showcase Selection Committee in the showcase and as will be presented by the act on the road may be permitted at the sole discretion of the Showcase Production Coordinator. Changes in personnel in single artist acts are not allowed.

5. The showcasing act and its representative must be backstage and in contact with the Showcase Production Coordinator 30 minutes prior to the start of the showcase performance period. The representative must remain at the location designated by the showcase coordinator until the act has completed its performance and the stage is cleared for the next act. Firms failing to comply with this requirement may forfeit the right of their act to perform.

6. The representative for all showcasing acts and alternates shall provide a written introduction via email to the Showcase Production Coordinator no less than 2 weeks prior to the conference. Written introductions will be limited to 50 words in length. **If a custom introduction is not provided by this deadline, a generic introduction**
stating the act’s name, agency and booth number will be read. No introductions will be accepted onsite at the event. The act’s introduction will be read from the stage immediately prior to their performance. For Roving Artists, the introduction will be read at the beginning of the designated Spotlight showcase on the act’s assigned showcase day. The Showcase Production Coordinator will inform the act of which showcase they will be introduced when they notify the act of their assigned day. Firms representing Sampler and Lecture showcase acts may provide their own personnel to read submitted stage introductions. This can be the act themselves, the agent in charge, or any designated person in attendance chosen by the act or agent. The reading of an introduction IS NOT a showcasing opportunity and the designated introduction speaker cannot use this time onstage to showcase themselves in any way. Member firms violating this policy will have any subsequent Lecture or Sampler introductions for the remainder of the current conference season presented by a person designated by the Showcase Production Coordinator.

7. Acts appearing in the showcase may attend the conference the day they are appearing unless they are registered as delegates. Showcase alternates may attend the conference on one day of choice. If a showcasing act or alternate wishes to attend CAMP on days not covered by their showcasing act pass, they may purchase a CAMP-ONLY pass. CAMP-ONLY passes may be purchased for multiple days. If a showcasing act or alternate wishes to attend conference functions other than CAMP on the days not covered by their showcasing act pass, they must purchase a full registration. Exceptions must be approved by the designated conference official and forwarded to the NACA Office. Violations may result in loss of exhibit space and forfeiture of all fees.

8. All instruments, instrument amplifiers, stage props and/or special lighting effects are the sole responsibility of the act or agency. Unless noted otherwise under “Showcase Descriptions” on Page 27 of this Guide, all acts will perform under general stage lights unless a representative is present to call lights. A standard concert sound system and operator will be provided by NACA. A tuned piano will also be provided if requested in advance on the act’s Showcase Application. Pianos will not be provided by NACA for Master of Ceremonies, Sampler, Roving or Lecture Showcase. Master of Ceremonies will not be allowed to perform with pianos (electric or acoustic).

9. Decibel levels will not be permitted to exceed 100dB average level and 105dB peak, measured at the sound mixing console. Any sound company providing equipment and services for a showcase will be required to provide dB meters for the purpose of monitoring dB levels.

10. In showcase acts that include hypnosis, the performer may not conduct any mass/group hypnotic suggestion of the audience as part of the showcase. To ensure this, the following showcase stipulations will apply:
• Only volunteers ON STAGE may be used.
• Performer may NOT use the microphone during induction.

Any showcase act performing hypnosis who violates either of these two policies will forfeit any remaining showcases they may have been awarded for the current conference season and will not be eligible to apply to showcase at any regional conferences for the following year’s conference season.

Following a hypnosis showcase, the performer must be available to debrief anyone who has been hypnotized during the show. In addition, the showcase coordinator is responsible for advising the audience prior to any showcase including a hypnotist of the potential side effects of the showcase and that participation is voluntary.

Elimination from the Showcase
An act selected for showcase will be eliminated if the agency submitting it:
• No longer represents the act.
• Is not the only booking contact for that act during the event.
• Withdraws from the conference.
• Fails to attend the conference, leaves the conference after it arrives or is not staffing its booth during the required hours.
• Is under legal restraint from presenting the act.
• Does not have the right to present the act.
• Violates the terms of the signed letter of intent.
• Showcase fees will not be refunded if the act is eliminated from the showcase or showcase alternate list resulting from violation of event policies.

Providing Alcohol at NACA Events
1. No alcoholic beverages are permitted in educational sessions, showcases or the Campus Activities Marketplace.
2. The purchase, sale, dispensing and distribution of alcohol at official Association events and activities must only be done by the staff of a hotel, restaurant or similar establishment that is specifically designated by the Association or Executive Director (or his/her designee). Official events are those endorsed or hosted by NACA. This policy applies at official NACA events when alcohol is provided on a complimentary basis, as well as when a cash bar is provided.
3. This policy applies to any NACA event or activity approved by the Board at which alcohol is served, whether the event is specifically referenced in any publication or other writing, or not. No person is authorized to organize, host, promote or hold an event at which alcohol is served, and which is promoted as an official NACA event, without written approval of the Board. Only the Chair of the Board or Executive Director is authorized to amend or vary this policy; all amendments must also be in writing.

Guidelines for Educational Sessions at NACA Events
1. Educational program presenters for all NACA activities:
   - Are prohibited from proactively utilizing their presentation of an educational session as a marketing tool for their product, either before, during or after the presentation of the educational session. This prohibits promotion of the presentation of the educational session.
   - Are prohibited from proactively soliciting business during an educational program. This includes the distribution of brochures, business cards, pamphlets or biographies that state or indicate that the presenter is available for hire. Presenters are selected to share their expertise and every effort should be made to provide participants with a balanced educational experience;
   - are encouraged to distribute appropriate session-specific handouts;
   - will not be eligible to receive reimbursement for any of their expenses unless otherwise allowed under NACA policy; and,
   - Must be registered delegates for that particular event, unless they are invited guests approved per policy.

2. Presenters cannot, however, showcase or be an alternate in any showcase category and present educational sessions during the same event. Upon notification of acceptance of both showcase and educational sessions, the presenter must choose the type of venue preferred, and notify the NACA Office within 10 days of the announcement of showcase selection or educational session acceptance, whichever comes later in the timeline.

3. No forms of hypnosis may be used in any educational session.

4. Educational Program Coordinators for any NACA event must distribute a confirmation letter—including the above policy—to all selected presenters, and must receive a signed copy of the policy from the presenter, indicating that the presenter is aware of the policy and will adhere to it. Included in the confirmation letter will be language indicating that NACA is not responsible for any equipment the presenter chooses to bring to the event in order to present or enhance his or her presentation.

5. Educational Program Coordinators are responsible for ensuring that solicitation does not occur during the educational session. This includes notifying all presenters of the current policy, randomly monitoring programs in a way that will not compromise the quality of the program, and developing a way to report instances of solicitation.

**Theft or Disappearance of Funds or Materials Process at NACA Events**

When a theft or disappearance occurs at an NACA event, whether it involves money or property, the following process should be followed.

1. Assess the situation. Allow no additional people into the venue where the situation occurred if the location is identifiable.

2. The following people should be contacted immediately and briefed on the situation:
   - The senior leadership person overseeing the event and the official Board of Directors member on site at the event (if applicable);
   - The host venue’s event coordinator;
   - Any security that may have been employed (by NACA or other means) to guard an area where the theft occurred; and,
   - The NACA Office staff member(s) who are on site – they will communicate information to the Executive Director.
• The local police or department of public safety should be notified by the victim. If the victim does not make a prompt report the area will be unsecured and no other action will be taken.

3. Any witnesses should be identified with contact information for additional follow-up. The contact information is to be rendered to the law enforcement officials involved and witnesses should be informed of this. Law enforcement officials are responsible for investigation of the alleged crime. NACA volunteers or staff will not investigate.

4. A police report should be filed by the person who notified us of the theft or disappearance immediately. A copy of the report should be obtained from the police, or at least information should be gathered on how to get one after the event (e.g. phone number to the police department, report number, officer name, etc.) An NACA incident report should not be filed.

5. Comments and statements regarding the theft or disappearance should be made only by the NACA Executive Director. Opinions regarding the situation should not be expressed by any NACA leadership or Office staff.

6. All notes or written materials created relating to the reported event shall be given to the Executive Director, who will maintain a confidential file in the NACA Office.

If a theft or disappearance occurs involving the Marketplace, the same processes should be followed, regardless of whether funds and/or property are involved. It should be noted that although NACA does provide security for all Marketplace events, NACA does not accept liability for any materials, promotional items and/or equipment used in the Marketplace and will not be responsible for any loss or damage that may occur to the exhibitor’s property from any cause whatsoever, prior, during or subsequent to the period covered by the Marketplace contract.

Refund Policies

Delegate Registration Fees
A 50% refund of registration fees paid for the following will be given when a written cancellation and request for a refund is received by the NACA Office at least 14 days prior to the first day of the event:

• Full Registration
• Day Pass
• CAMP-Only Pass

Showcase Fees
1. A 25% refund will be given when the NACA Office receives a written cancellation and request for a refund at least 30 days prior to the first day of the conference unless there has been a violation of policy.
2. A 100% refund shall be made to associates who were chosen as alternates and were not selected to showcase. Alternates who are selected to appear and do not showcase when asked will forfeit their showcase fee. Alternates may withdraw for a 100% refund when the NACA Office receives a written cancellation notice at least seven days prior to the first day of the event.
Campus Activities Marketplace Fees
1. A 100% CAMP refund shall be made to associates who were placed on a wait list and were never offered a booth. In addition, a 100% CAMP refund shall be made to associates who remove themselves from the wait list if the NACA Office receives a written request at least two business days prior to the first day of the event. Associates who remain on the wait list that do not accept a booth when offered will forfeit their CAMP fee.
   - **Convention** – No Campus Activities Marketplace fees, other than the wait list fees outlined above, are refundable under any circumstances.
   - **Other Events** – A 50% refund will be given to associate members who cancel their booth when the NACA Office receives a written request at least 30 days prior to the first day of the conference.

2. If notice is received in writing by the NACA Office at least 30 days prior to the beginning of the event, Booth Demonstration fees will be refunded 100%. No refunds will be given if notice is received less than 30 days from start of the event.

3. If notice is received in writing by the NACA Office at least 30 days prior to the beginning of the event, Marketplace Attraction fees will be refunded 100%. No refunds will be given if notice is received less than 30 days from start of the event.

Meal Function Fees
A 100% refund of any additional fees paid for special meal functions (e.g. Professional Development Luncheon, Diversity Dinner, etc.) will be given when a written cancellation and request for a refund is received by the NACA Office at least 14 days prior to the first day of the event.

Special Circumstance Refunds
Refund policies for showcase fees, Campus Activities Marketplace fees and registration fees are outlined above. Any request for refunds that include special circumstances making it impossible to adhere to the guidelines outlined in the individual refund policies should be forwarded in writing to the NACA Office within 30 days of the event for which the refund is being requested. Any request received after this timeline will not be approved. Any special circumstance refund requests must include supporting material documenting the circumstances necessitating the request (e.g., a note from a physician for illness, information from local media regarding weather-related problems, etc.).

Insurance and Indemnity
Exhibitors and/or showcase acts that feature or include demonstrations that involve participants physically, through use of equipment, the wearing of devices or apparel provided by the exhibitor/showcaser, and that may place the participant at risk, must meet the following insurance requirements:

1. Exhibitor/showcaser agrees to release, hold harmless, indemnify, defend and forever discharge the National Association for Campus Activities (NACA) and each and every officer, agent and employee of NACA, from all claims, causes of action, loss, damage, costs, attorney’s fees and liability for all injuries to persons or property arising from acts or omissions of the exhibitor/showcaser or exhibitor’s/showcaser’s employees, agents or officers howsoever caused. Exhibitor/showcaser further
agrees to waive rights of subrogation in favor of NACA in any claim, liability or cause of action.

2. Exhibitor/showcaser shall arrange for NACA to receive a Certificate of Liability Insurance naming NACA as coinsured, from the exhibitor's/showcaser's insurance company, by the date specified in the Event Guide, to perform a showcase or booth demonstration or marketplace attraction at the event. The liability insurance shall cover the entire period of the exhibitor's/showcaser's stay at the event including early arrival and late departure dates.

3. Minimum coverages are as follows: bodily injury and property damage: $1,000,000 each occurrence and aggregate.

Security and Liability
1. Only official delegates and those persons authorized by NACA will be admitted to event functions.
2. NACA will control access to all event functions. NACA does not accept liability for any materials, promotional items and/or equipment used in the Campus Activities Marketplace area or other event areas, and advises firms to make the proper insurance arrangements to cover such articles.
3. NACA and the hosting facility will not be responsible for any loss, damage or injury that may occur to the exhibitor or to the exhibitor's employees or property from any cause whatsoever, prior, during or subsequent to the event. The exhibitor, upon submitting the Campus Activities Marketplace Application, expressly releases NACA and the hosting facility from and agrees to indemnify same, against all claims for any such loss, damage or injury.
4. The official decorating company will not be responsible for damage done by exhibitors to the official decorating company, other exhibitors' equipment or other exhibitors.
5. Exhibitors shall be fully responsible for any loss, damage or injury to the hosting facility that may occur as a result of their exhibiting activities.
6. NACA reserves the right to close an exhibit at any time it deems necessary or advisable for the safety or comfort of its members, when it deems an exhibit or exhibit activity or material to be objectionable or offensive, or when legal conditions, NACA policies or exhibiting regulations are not observed.
7. NACA, the hosting facility, and the official decorating company shall not be held liable for failure or delay in performance of Campus Activities Marketplace activities because of fire, strikes, accidents or other causes beyond their reasonable control.

Theft or Disappearance of Funds or Materials Process at NACA Events
When a theft or disappearance occurs at an NACA event, whether it involves money or property, the following process should be followed.
1. Assess the situation. Allow no additional people into the venue where the situation occurred if the location is identifiable.
2. The following people should be contacted immediately and briefed on the situation:
   - The senior leadership person overseeing the event and the official Board of Directors member on site at the event (if applicable); 
   - The host venue's event coordinator;
• Any security that may have been employed (by NACA or other means) to guard an area where the theft occurred; and,
• The NACA Office staff member(s) who are on site – they will communicate information to the Executive Director.
• The local police or department of public safety should be notified by the victim. If the victim does not make a prompt report the area will be unsecured and no other action will be taken.

3. Any witnesses should be identified with contact information for additional follow-up. The contact information is to be rendered to the law enforcement officials involved and witnesses should be informed of this. Law enforcement officials are responsible for investigation of the alleged crime. NACA volunteers or staff will not investigate.

4. A police report should be filed by the person who notified us of the theft or disappearance immediately. A copy of the report should be obtained from the police, or at least information should be gathered on how to get one after the event (e.g. phone number to the police department, report number, officer name, etc.) An NACA incident report should not be filed.

5. Comments and statements regarding the theft or disappearance should be made only by the NACA Executive Director. Opinions regarding the situation should not be expressed by any NACA leadership or Office staff.

6. All notes or written materials created relating to the reported event shall be given to the Executive Director, who will maintain a confidential file in the NACA Office.

If a theft or disappearance occurs involving the Marketplace, the same processes should be followed, regardless of whether funds and/or property are involved. It should be noted that although NACA does provide security for all Marketplace events, NACA does not accept liability for any materials, promotional items and/or equipment used in the Marketplace and will not be responsible for any loss or damage that may occur to the exhibitor’s property from any cause whatsoever, prior, during or subsequent to the period covered by the Marketplace contract.

Videotaping/Photography Policy
1. NACA delegates or other persons may use photographic, videotape or other image and sound recording devices to record events and activities that take place during NACA events, as long as these activities do not interfere with the audience enjoyment of or participation in NACA events. Those photographing, videotaping or otherwise recording events cannot interfere with showcase technical crew, stagehands, etc.

2. The following specific guidelines apply to any photography, videotaping or other recording at an NACA event:
   • professional crews will not be allowed;
   • on-stage filming or placement will not be allowed. Recording must occur from the show floor;
   • access to the soundboard will not be allowed;
   • audience views cannot be obstructed;
   • power must be self-contained (i.e., battery packs). Access to the event power supply will not be allowed;
• use of supplemental lighting will not be allowed;
• some forms of recording/taping may not be available at specific venues due to union or other facility regulations;
• recording/taping of some materials may require the permission of the owner of such materials, and it is the recorder’s responsibility to obtain such necessary permissions.
• If audience members, showcase crew or other technical, event or facility staff complain about the position of a camera/operator, the camera/operator will be asked to move. If the camera/operator does not comply, they will not be allowed to continue taping.

3. BY USING VIDEOGRAPHIC AND/OR OTHER RECORDING DEVICES TO RECORD NACA EVENTS AND ACTIVITIES, THE RECORDER REPRESENTS THAT HE/SHE HAS OBTAINED ALL NECESSARY PERMISSIONS FROM ANY COPYRIGHT HOLDERS OR OTHER ENTITIES WHOSE RIGHTS MAY BE AFFECTED. THE RECORDER AGREES TO INDEMNIFY NACA, ITS EMPLOYEES, AGENTS, OFFICERS, DIRECTORS AND INDEPENDENT CONTRACTORS FROM ANY AND ALL LIABILITY ARISING FROM THE RECORDER’S VIDEOTAPING OR RECORDING ACTIVITIES.

Event Cancellation
NACA reserves the right to cancel any program. Causes for cancellation may include, but are not limited to, low participation by schools and/or associates, acts of God, etc. In the case of a program cancellation, NACA will only reimburse fees paid to NACA; any travel, lodging or other non-NACA fees will not be reimbursed.