COMMITTEE & TASK FORCE HANDBOOK

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INTRODUCTION

This *Handbook* compiles information from several sources to provide you with a single document to assist you during your term on a NASFAA committee. We would appreciate your comments on the *Handbook* so we can modify and refine its contents to better assist committee members in the future. Please feel free to offer your suggestions and comments to Beth Maglione, VP for Communications and Board Secretary (maglioneb@nasfaa.org).

A BRIEF HISTORY OF NASFAA

The National Association of Student Financial Aid Administrators (NASFAA) is a non-profit corporation of postsecondary institutions, individuals, agencies, and students. Prior to 1977, NASFAA was comprised of individual, not institutional, members.

A group of financial aid administrators from various sections of the United States met on October 24, 1966, to organize a national coordinating body to work with regional associations and serve as a voice for professional student financial aid administrators. It was agreed that each regional association would be represented by three persons and that the name of the organization would be "The National Student Financial Aid Council." At this organizational meeting, three regional associations were represented, (MASFAA, SWASFAA, and SASFAA), as well as persons from other areas of the country. By 1969, the original three regional associations had been joined by EASFAA, RMASFAA, and WASFAA and the name of the organization was changed to the "National Association of Student Financial Aid Administrators."

The original Constitution and Bylaws of the Association provided for a National Council composed of three representatives from each of the six regions. This Council elected its own officers and served as the executive arm of the Association. The Council immediately began programs of legislative advocacy, professional development, and beginning in 1971 for a period of time, held annual Leadership Conferences to promote the full recognition and status of the aid profession.

A Central Office and Placement Service was established in 1970. Information dissemination in the form of a *Newsletter* began in 1970, followed in 1971 by the publication of *The Journal of Student Financial Aid*. In 1972, the NASFAA Office and Placement Service was relocated from Indiana to Washington, D.C. and a part-time Executive Secretary was employed.

NASFAA was incorporated as a social welfare organization in 1973. As such, NASFAA could contract as a legal entity, but it could not raise funds from foundations, even for its non-legislative advocacy programs. In an effort to provide research, training, and publication services to the financial aid community, the National Institute for Financial Aid Administration (NIFAA) was incorporated as a tax-exempt organization in 1973. In January 1974, the National Association hired the Executive Secretary and an Administrative Assistant on a full-time basis and relocated the office in Washington, D.C. The Executive Secretary was also given the title of Executive Director of NIFAA which paid a portion of his salary and of the expenses of the Central Office. It became difficult to distinguish between the roles and responsibilities of the two organizations which had overlapping purposes, members, and directors. NIFAA enjoyed only limited participation through membership and was not able to achieve the kind of financial stability which would permit full realization of the research, training, and publication goals for which it had been founded.

In 1975 the Association began to carefully examine its role, form of governance, type of dues structure, the relationship between NASFAA and NIFAA, membership alternatives, and the types of service which should be offered by the national, regional, and state associations. After several years of study, the members of the National Institute in 1977 voted unanimously to dissolve the corporation and transfer all of its assets, liabilities, and activities to NASFAA, which had

achieved tax-exempt status as a nonprofit corporation. Also, by vote of over 84%, the members of NASFAA amended the Articles of Incorporation to change from individual to institutional membership for the 1977–78 membership year.

NASFAA has grown in prominence and vitality and has become an association with a full-time staff and a national reputation, speaking for financial aid administrators and students before the Department of Education, Congress and the Administration. As NASFAA has evolved from an entirely volunteer organization to a large institutionally-based organization, changes have naturally occurred. Many reflect the theme of providing greater participation by the members of NASFAA. Some of the developments that brought the Association to its present structure are the following:

- In 1973, the size of the National Council was expanded to include six representatives-at-large elected by the Council. The National Council, in 1980, voted to increase to ten the number of representatives-at-large and reduce the number of regional representatives-at-large from three to two per region. At this time, the election of representatives-at-large was shifted to the total NASFAA membership.

- In 1976, a change was made to allow the National Council to elect a President-Elect who was not at the time a member of the Council. This action broadened the number of individuals eligible to serve as President of the Association. A subsequent change, in 1978, provided for the election of the President-Elect by the entire membership beginning with the 1979-80 term.

- To recognize the increased responsibilities being placed with the professional staff for the conduct of the affairs of NASFAA, the title of Executive Secretary was changed to Executive Director in 1978. In July 1985, the National Council amended the Bylaws to change the Executive Director's title to President and the President's title to National Chair. These Bylaw changes took effect July 1, 1987.

- Also at this time, committees with similar characteristics were grouped into Commissions and Commission Directors appointed to oversee their work.

- The procedure for selecting members of the Nominating Committee was changed in 1980. NASFAA members in each region now elect their representatives to this committee.

- In November 1984, the National Council expanded the President's (then "Executive Director's") budget authority to allow for limited transfer of funds between specified budget categories.

- At its April 1985 meeting, the National Council reviewed the roles and responsibilities of the elected and salaried leaders of the Association. The major change, adopted at that time, transferred the responsibility for carrying out the purposes of the association and the directives of the Executive Committee and the National Council, from the National Chair to the President.

- In the spring of 1986, NASFAA's membership voted overwhelmingly to change the Articles of Incorporation to reflect the National Council's role and title as a Board of Directors.

- In 1994, the Board adopted a change to the Association's calendar to make the meeting held in conjunction with the annual conference the *last* Board meeting in a given year of service. Among other things, this action lengthened the amount of time committees have to complete their work each year.

- In 2008, the Board of Directors reviewed, clarified and updated its role.

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- In 2011 the Board moved to make the Treasurer a voting member of the Board of Directors, who also serves as the (volunteer) chair of the Financial Affairs Committee.

- In 2012 the Board moved to reduce its total size from 33 to 21. It also completed a comprehensive review of NASFAA's By-Laws and Articles of Incorporation. Those new governing documents were reviewed by members and accepted.

VISION, MISSION, AND CORE PRINCIPLES

VISION STATEMENT

NASFAA: Shaping the future by promoting student access and success in higher education

MISSION STATEMENT

The National Association of Student Financial Aid Administrators (NASFAA) provides professional development for financial aid administrators; advocates for public policies that increase student access and success; serves as a forum on student financial aid issues, and is committed to diversity throughout all activities.

NASFAA ADVOCACY CORE PRINCIPLES

NASFAA believes that the purpose of student financial aid is to ensure everyone has equal access to postsecondary education. NASFAA adheres to the following core principles, originally created by the NASFAA Reauthorization Taskforce and updated during subsequent policy initiatives to reflect our current goals for college access and success. NASFAA affirms that student financial aid should:

1. Promote fairness and equity for students across all sectors of postsecondary education, with a particular emphasis on low-income, underrepresented and underserved students;
2. Stress the primacy of need-based aid;
3. Support policies that address the needs of disadvantaged students;
4. Advocate accountability;
5. Encourage simplicity and predictability;
6. Empower student financial aid professionals and their schools with the flexibility to respond to the specific needs of their students;
7. Recommend policies that accommodate the diversity of academic delivery models;
8. Encourage the use of technology wherever possible;
9. Eliminate statutory requirements that use financial aid to enforce unrelated social policies; and
10. Validate proposed recommendations with research and data analysis wherever possible.

PURPOSES OF THE ASSOCIATION

The purposes of NASFAA are outlined in the Articles of Incorporation, which were updated in 2012.

The purposes for which the corporation is organized are to:

A. Promote the professional preparation, effectiveness, and association of:
   1. Administrators and counselors of student financial aid in institutions of postsecondary education, government agencies, foundations, and private and community organizations, and
   2. Others in institutions of postsecondary education, government agencies, foundations, and private and community organizations concerned with the support and administration of student financial aid.

B. Serve as a national forum, and act as a focus for the expression of views on matters relating to the development, funding and conduct of student financial aid.

C. Promote and encourage programs that provide for educational opportunity and full development of individual potential of students.

D. Serve effectively the interest and needs of students, institutions, government agencies and sponsors through coordination of plans and programs pertinent to student financial aid.

E. Assist educational institutions, foundations, government agencies, and private and community organizations to promote and develop effective programs of student financial aid.

F. Promote such systematic studies, cooperative experiments, conferences, and other related activities as may be desirable or necessary to fulfill the purpose of the corporation.

These purposes outline the common interest that NASFAA members share and in large part explain why people come together to form an association. They also are the principles or broad goals that guide the association in its various activities and actions. As broad as these purposes are, however, they still are directed toward the singular subject of student financial aid.

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GOVERNANCE AND STRUCTURE

BOARD OF DIRECTORS

The governing body of the Association is the Board of Directors, which is responsible for establishing broad policies and for the general conduct of the affairs of the Association. Therefore, the role of the Board of Directors is one of planning, organizing, and directing the Association to achieve its purpose as it focuses its attention on issues crucial to funding and sound administration of financial aid.

Authority for the Board of Directors is provided in Article VI, Section 1 of the By-Laws:

> *Section 1. All corporate powers of the Association shall be exercised by or under the authority of the Board of Directors, and the activities and affairs of the Association shall be managed by or under the direction, and subject to the oversight, of the Board of Directors.*

The Board of Directors may take any action subject to the provisions of the By-Laws provided that the action is not contrary to any decision made by the members in a full meeting of the Association membership. The Role of the Board as outlined in the Board Policies & Procedures Handbook is follows:

Roles and Responsibilities

Background: The governing body of NASFAA is the Board of Directors, which is responsible for establishing broad policies and for the general conduct of the affairs of the Association. The Board provides oversight and guidance for the future direction of the Association through its network of commissions and committees. The Board reports to the NASFAA membership and is responsible to the membership for all of its actions.

Following a Board-approved transition period ending in 2014–15, there will be 21 members of the Board of Directors: Three officers (the National Chair, Chair-Elect, and Immediate Past National Chair) who serve one-year terms; 6 Representatives-at-Large who serve two-year terms; 6 Regional Representatives who serve one-year terms; the Treasurer, who serves a one-year term; three (3) non-voting Commission Directors who serve one-year terms (note that CDs are optional at the preference of the chair); the President of the Association, who serves on the Board in a non-voting capacity; and the Secretary to the Board, who is selected by the president and also serves in a non-voting capacity.

Responsibilities and duties of the Board include:

1. Define the association's mission, goals, and values, with the approval of the association membership, to serve as the guide for planning, programming, and decision-making.

2. Approve the chair's appointment of the President/CEO, approve the contract and term of appointment for the President/CEO, provide moral and substantive support for the President/CEO, and evaluate the performance of the President/CEO.

3. Ensure the development and evaluation of organizational planning including periodic strategic planning, annual planning and budgeting, task force and committee planning, and assessment/evaluation on a regular basis.

4. Provide financial oversight by helping to develop and by approving the annual budget; monitoring the financial reports, annual audits, and insurance coverage; overseeing investments and assets; ensuring management and accounting controls; and establishing and supporting fund-raising goals.

5. Provide for indemnification and insurance against liability and litigation expense for its members.

6. Provide general oversight and monitoring of the quality and effectiveness of programs and services while preserving staff responsibility for operational management and conduct.

7. Ensure the vitality of the association's voluntary governance and membership structure through recruitment, orientation, support, development, and self-assessment of the board, task forces, and committees; development of governance policies and procedures; fostering membership growth and participation in programs, conferences, and other activities; and maintaining relationships with key constituencies.

8. Ensure legal, ethical, and managerial accountability for the association through adherence to the Articles and By-Laws, laws and regulations that apply to the association and non-profit organizations; maintaining current governance documents; maintaining policies on conflict-of-interest and acceptable or unacceptable relationships; establishing and maintaining overall organizational policies and procedures; and establishing and maintaining personnel policies and procedures, including compliance with occupational safety and security standards.

9. Actively promote the association's standing among constituents and publics by serving as spokespersons externally when needed for purposes of public relations, testimony, and advocacy; serving as visible communicators between the national association and the regional and state associations; and serving as engaged leaders and communicators internally, providing information and feedback opportunities, and fostering increased participation and leadership development among the members of the association; and providing and establishing direction and parameters for select initiatives and new programs through coordinated communication with the elected and appointed leadership of the association.

In addition, NASFAA welcomes six regional non-voting Observers at Board meetings. These six individuals typically attend Board meetings at their region's expense during the year before they ascend to NASFAA's Board, in order to learn about Board procedures and responsibilities.

NASFAA STAFF

In general, the role of the NASFAA staff is to manage the affairs of the Association under direction of the President, to carry out the mission, strategic plan, and policies of the Association, as set by the Board and directed by the President and to guide and facilitate the work of the task forces and committees.

A considerable amount of assistance to committees comes from NASFAA staff. Staff are familiar with all the operations and policies of the Association, and are responsible for coordinating all committee activities to ensure clearance with the Association's strategic plan.

One a committee or task force is convened, expectations for staff committee liaisons include (but are not limited to):

- Monitor committee expenses and expenditures.
- Advise the chair and the committee as to NASFAA procedures and operations.
- Work with the chair to make sure committee actions adhere to mission, strategic plan, and committee goals.
- Ensure submission of committee reimbursement forms for travel and other expenses.

- Ensure any special projects, publications, or reports are submitted in a timely manner for distribution to the Board of Directors for action and final disposition.
- Assist with and facilitate both face-to-face and electronic meetings of their committee. Activities may include, but are not limited to:
  - helping the chair to schedule meeting times;
  - setting up conference calls;
  - working with the receptionist on catering, HVAC, security; and
  - reserving a meeting room.
- Work with the committee chairs and CDs to ensure that all required reports and minutes are submitted on time and in accordance with the expectations described herein.
- Ensure that the committee is keeping detailed meeting minutes—see *Appendix H: Minutes*. While committee members are expected to designate a notetaker from among the volunteers, the staff liaison may assist in this area if volunteers are unable.
- Promptly share outcomes, actions, and deliverables from committee meetings with staff leadership and president.

TASK FORCES & COMMITTEES

NASFAA's task force and committee structure allows member volunteers to work in tandem with staff and volunteer leadership toward fulfilling the mission of the association. It also provides a way for aid administrators to network, improve their knowledge and expertise in financial aid, and enhance their leadership and decision-making skills. The active participation of those individuals involved in administering student aid is essential to fulfilling NASFAA's goals.

The task forces and committees are constituted throughout the year to address specific needs, issues, or Association activities that require preparation, study, deliberation, action or research. The National Chair upon confirmation by the Board, has the authority to appoint up to four (typically three) Commission Directors, although he/she may select none. Committee Chairs are appointed by the National Chair (except in cases where they are pre-set; e.g. the past national chair is always chair of AGC and NEC). All task force and committee activities must be delineated in a Charter and approved by the President and National Chair, since they must conform to Association policies and support the mission and strategic plan.

The relationship of the task forces and committees to the officers, Board, and staff is significant. Commission Directors often serve as the National Chair's advisors and assistants. They may be responsible for the activities of the committees assigned to their commissions and rely heavily on the expertise of the committee Chairs, committee members, and staff to complete committee work, meet assigned goals and objectives, develop action items for the board (if needed), and provide other services to the membership.

Meetings and Other Activities

Committee/task force Chairs are responsible for scheduling meetings and notifying members of the committee of the date, time, and location of meetings. Meetings are typically held at the NASFAA office in Washington, D.C., but other locations are considered if they prove cost-effective. The National Chair approves committee/task force meetings per his/her annual committee travel budget, but, in general, committees hold in-person, 1.5-day long meetings at least once per year (usually in the fall). Additional meetings can be held via phone or web conference.

If there is a compelling need for more than one yearly face-to-face meeting, committee Chairs should petition the National Chair, who will make the decision in consultation with the President. Some committees may not need to hold any in-person meetings if their work can be accomplished remotely.

Decisions vs. Recommendations

Standing Committees: The responsibility of the three "Standing Committees" (namely Financial Affairs, Association Governance, and Nominations & Elections) is to address current issues of concern, find good solutions, select the best course of action, and make recommendations to the Board of Directors—in addition to committee-specific duties, such as strategic planning, yearly elections and financial oversight.

In addition, they are expected to be forward thinking in their approach to the improvement of association activities, products, and services. The National Chair, President, and Board of Directors then determine final selection of a major plan or course of action. The authority to approve, disapprove, table, or send back to committee for further study any project, report, or activity is the responsibility of the Board of Directors.

Task forces & working committees: The responsibility of all other task forces and committees is to target work that needs doing for the improvement of the association, it members, and students, in accordance with the strategic plan; discover ways to address those needs; and undertake the work of making said improvements.

Speaking for NASFAA

Committee/task force members, Chairs, and Commission Directors are not authorized to speak or communicate policy decisions or statements on behalf of the Association. The President is specifically authorized to carry out the purposes of the Association and the directives of the Board, and to communicate such to appropriate parties.

Care should be exercised by committee members in any discussions or communication with the membership, outside organizations, federal agencies, the media, or Congress, to ensure that such authority is not inaccurately interpreted (see *Appendix E: Media Relations Policy*).

In cases where written communications on behalf of the Association are approved to be generated by task forces and/or committees, the communication must be reviewed by the staff liaison and/or the President to ensure consistency and appropriateness of the obligations of the Association.

COMMISSIONS

Purpose

The major purpose of a commission is to coordinate the activities of the various committees/task forces under its jurisdiction. Commissions—and Commission Directors—are not required by NASFAA Bylaws, but may be called at the behest of the National Chair.

Commission Directors: Position Description

Selection

Annually, the incoming National Chair may select up to four (typically three) Commission Directors (CDs) to serve for the following year in a non-voting capacity. These selections are presented to the board for confirmation. During their year, the CDs serve as non-voting members of NASFAA's board.

Board Membership: General

Authority for the Board of Directors is provided in Article VI, Section 1 of the By-Laws:

> *Section 1. All corporate powers of the Association shall be exercised by or under the authority of the Board of Directors, and the activities and affairs of the Association shall be managed by or under the direction, and subject to the oversight, of the Board of Directors.*

As the governing body of the Association, the Board of Directors is responsible for establishing broad policies and for the general conduct of the affairs of the Association. The Board provides oversight and guidance for the future direction of the Association through its network of task forces and committees. The Board reports to the NASFAA membership and is responsible to the membership for all of its actions.

Role & Responsibility

Commission Directors serve a one-year term. The position requires a time commitment of three annual "in person" board meetings, along with attendance at all committee/task force meetings under the commission. Time is also required for conference calls, correspondence, planning, writing reports, etc. Employer support in advance is **required**.

Qualifications

- Demonstrated leadership at the state and regional association levels.
- Demonstrated ability to network and communicate with one's peers and colleagues.
- Demonstrated ability to work within the committee/volunteer structure to accomplish specific goals.
- Active institutional member of NASFAA required; prior regional and state association work preferred.

Functions

- Serves as liaison to NASFAA committees/task forces for the Board of Directors and the National Chair;
- Serves as a non-voting member of the Board of Directors; representing the committees at meetings of the Board of Directors; participates in Board of Directors meeting deliberations relating to committee activities;
- Works with the National Chair to ensure that committee goals, objectives, and deliverables adhere to the established charters and support the Board-approved mission and the Strategic Long-Range Plan;
- Ensures that committee Chairs provide reports or other information as requested by the Board of Directors or the National Chair;
- Oversees and clarifies objectives for the committees and ensure that committees are making progress toward the goals and objectives assigned by the National Chair and outlined in the charter;
- Develops strategies and schedules to encourage and, when necessary, enforces committee work; assures responsibilities of Chair and members are carried out;
- Attends all assigned committee meetings and conference calls as required; assists committee/task force Chairs in carrying out the work of the Association; represents the National Chair at the committee meetings; serves as committee Chair at committee meetings in the unlikely event a committee Chair is unable to attend the meeting;
- Facilitates the coordination of committee/task force work with the designated NASFAA staff liaison;
- Reports on progress and significant issues to National Chair *within one week* of each committee meeting;
- Works with Association Governance Committee to monitor the progress of committees/task forces toward the goals and objectives of the charter and the strategic plan;
- Assists the committee Chairs in providing orientation information to committee members;
- Helps the National Chair-Elect select qualified volunteers for committees. Provides recommendations to the Chair-Elect to assist in selecting volunteers; and

- Serves as an assistant and advisor to the National Chair and performs other functions as assigned by the National Chair.

COMMITTEES/TASK FORCES

Purpose

Most committees/task forces report to the National Chair and are established to address specific needs or objectives deemed important to the Association. Through committees/task forces, recommendations on activities and policies will be made to the Board of Directors. All committee activities are subject to approval by the National Chair, President, or Board of Directors.

Responsibilities of a Committee/Task Force Chair

1. Work with the Commission Director (if applicable) to ensure that proposed goals and objectives are carried out. Keep in mind at all times the goals and objectives of NASFAA, as outlined in the Strategic Long-Range Plan, and be thinking of how your committee can work to fulfill those goals/objectives.

2. Monitor assigned objectives, including expected results and target dates for completion.

3. Convene all committee/task force meetings with sufficient advance notice for all parties, and coordinate with the staff liaison and gain approval by the President on timing. Set dates for each meeting well in advance, and report the dates when selected to the staff liaison for inclusion on the staff committee calendar. Meeting dates are not final until cleared by the President. If a conflict of dates exists, the President will work with the National Chair, committee/task force Chair, and staff liaison to resolve any conflicts. The agenda should be sufficient to warrant an in-person meeting; if not, the meeting should not be held. Phone or web conferences are often adequate when the agenda is insufficient to warrant a meeting.

4. As mentioned before, meetings are typically held in Washington, D.C. in order to use the NASFAA office resources and keep costs low. Reserving a conference room is the responsibility of the staff liaison for each committee, as described herein. To determine which room is reserved, the committee Chair will need to give the staff liaison a good estimate of the number of expected attendees and what technology (LCD projectors, screens, etc.) will be needed. Costs for meeting space will be charged against the committee's budget.

5. In conjunction with the staff liaison, prepare and mail in advance the agenda and related materials to committee members, Commission Director, National Chair, National Chair-Elect, and staff liaison. Two weeks prior to the meeting date is preferred.

6. Designate a committee member to record meeting minutes (*Appendix H: Minutes*) and distribute them soon after meetings to members of the committee, Commission Director, officers, and staff liaison (within 30 days of committee meeting). If no volunteer is available, a staff liaison may serve as notetaker.

7. Submit periodic committee reports in accordance with the expectations detailed below.

8. Attend Board of Directors meetings upon request of the National Chair.

9. Identify and submit recommendations on policy questions, issues, or Association projects to the staff liaison for preparation for Board consideration.

10. Prepare, in consultation with the staff liaison, articles on the committee/task force activities for NASFAA's *Today's News*.

Special Duties and Considerations for a Committee/Task Force Chair

As a committee or task force Chair, you have a significant responsibility for NASFAA's activities during the year. You have a unique opportunity to provide leadership to the Association, and as you preside over your area of responsibility, the following items should be utmost in your mind.

1. *Social activities*. While after-hours, fun committee activities are encouraged, those activities should not deter from the conduct of the meeting or prevent the meeting from beginning on time each day.

2. *Conduct*. Sensitive to the concerns of our members, NASFAA affirms the right of all individuals to function in an environment free of offensive behavior. Spirited discussions are healthy. As Chair, you should ensure that divergent ideas are encouraged and respected, that the meeting maintains civility, and that a sense of *esprit de corps* is preserved.

3. *Conflict resolution*. If a conflict between committee members should develop, consult with those members privately; the Commission Director should be apprised and may be helpful in resolving a conflict. In the event a committee Chair and Commission Director are unable to resolve a conflict, refer the matter to the National Chair.

4. *Workload*. Please keep in mind that NASFAA staff have many responsibilities and often serve as liaison to multiple committees and task forces. Therefore, the President and staff must set priorities for work to be accomplished within the framework of priorities identified by the Board of Directors. NASFAA staff report to the NASFAA President and any actions that would require significant staff time must be approved by the President. The President will consult with the National Chair if unusual circumstances would prevent a project from being completed on schedule or a request from being fulfilled**. If your committee/task force proposes a new program, project or service that will continue beyond the committee's year in service, the committee chair <u>must</u> include a proposed project sustainability plan.** This document must contain a reasonable expectation/plan for how the project will be sustained and updated into the future.

5. *Staff issues*. Staff liaisons are assigned to your committee/task force by the President and serve as his/her representative. In some cases—usually at the invitation of the committee chair–the President may also attend your meeting. If any concern should arise over the role or performance of staff and attempts to resolve the situation have been unsuccessful, you should refer these concerns to the President and National Chair. As a committee Chair, you should not discuss HR concerns with anyone else except the President and/or the National Chair. The highest level of professionalism should guide your effort.

6. *Reporting and accountability*. You will be expected to supply a committee report (format as outlined in *Appendix C: Sample Format for Committee Reports*) to the board prior to each board meeting—ideally one month in advance. Then, before the third and final board meeting in June/July, AGC will review the first two reports to see if they accomplished the chair's goals and moved toward the SLRP.). If requested, you may need to attend a Board of Directors or Executive Committee meeting.

7. *Funding*. If it becomes necessary to request additional funds for committee/task force meetings or activities, prepare the request according to the established procedures outlined in this handbook and present said request to the National Chair and President.

For more information, see *Appendix A: Tips for Organizing Your Year as Committee Chair* and *Appendix B: Guidelines for Conducting Meetings*.

Term of Office of a Committee/Task Force Chair

A committee Chair is appointed for the duration of the committee/task force, as detailed out in the charter (except where Board P&P specifies otherwise, such as with Standing Committees). The editor of the *Journal* is usually appointed for a five-year term and may be reappointed for one additional term.

Responsibilities of Committee Members

Each year a number of members volunteer for committee/task force assignments. Obviously, not everyone can be assigned to a committee or task force. Those who are selected are responsible for adhering to the goals of the Association and objectives of the committee, and for following the required guidelines:

1. Attend all meetings and participate in the deliberations. It is usually necessary to guarantee sleeping room accommodations in advance for each meeting; therefore, committee members must notify the Chair and staff liaison immediately if they are unable to attend a meeting, to ensure that room accommodations can be canceled without financial liability to the individual;

2. Adhere to deadlines for submission of committee/task force assignments;

3. Review all agenda items and background documents prior to each meeting and come prepared for the discussions;

4. Serve as recording secretary for meetings, if requested by the Chair;

5. Utilize the most economical means of transportation when attending a meeting and promptly file a travel reimbursement request (see *Appendix F: Travel Expense Claim Form*);

6. Arrange travel schedule to be in attendance for the duration of the meeting, and at such times as designated by the committee Chair;

7. Carry out in a timely manner the assignments or duties requested by the committee/task force Chair; and

8. Seek the input of other financial aid administrators not involved in the committee work; listen to divergent points of view; and make decisions and recommendations based on what is best for the Association, institutions, and/or students.

Terms of Office for Committee/Task Force Members

Committee/task force members are appointed for the duration of the committee/task force, as detailed in the charter. Some standing committees have been established with rolling membership, as set forth in Board P&P. In these instances, terms and their length will be clearly established and individuals appointed with the understanding of the length of the term. Staff-led groups (Journal Editorial Board and Publications Editorial Board, for example) are appointed for one to three year terms at the discretion of the National Chair in consultation with the editor.

CHARTERS, ACTIVITIES & BUDGETS

The activities and expectations of each committee/task force are delineated in the charter, which is based largely on the Strategic Long-Range Plan adopted by the Board of Directors. Any changes proposed by the committee/task force must be submitted to the National Chair, President, and staff liaison soon after the beginning of the fiscal year. The charters provide a means of evaluating the group's work, and provide a schedule of activities that can be incorporated into the Association's master calendar.

The Association's operating calendar necessitates operating budget approval for the subsequent fiscal year at the spring meeting of the Board of Directors. Committee budgets are established by the Board of Directors and executed and allocated by the National Chair. (see *Appendix G: Annual Committee Budget Worksheet for use by the National Chair*)

In most cases, the committee/task force operating budget covers only travel and accommodations for meetings. Printing and distribution of special reports or other material for the membership are covered under other budget categories, if a project has been approved. In some instances it may be necessary for the committee to request an increase to its budget according to the procedures outlined in the next section.

PROJECT DEVELOPMENT FUND REQUESTS

A Project Development Fund has been established by the Board of Directors to serve as the reserve for special project funding. Committees/task forces may apply for funding of projects from this source if needed. Requests for Project Development Funds must be submitted in writing to the President, Treasurer, and National Chair. The request should include a narrative outlining the need/rationale for the request, a description of the project in question, and a sustainability plan.

Under the direction of the Treasurer, the Financial Affairs Committee reviews the request in terms of the financial status of the Fund and forwards the request to the Board of Directors for consideration based on the merits of the proposal.

TRAVEL GUIDELINES & REIMBURSEMENT PROCEDURES (see *Appendix F: Travel Expense Claim Form*)

Existing NASFAA forms and guidelines must be used for all approved expenses and be submitted to the NASFAA Office for final approval and payment. The staff will process payments that are clearly within the approved project activity. In the event of unusual circumstances, the situation will be called to the attention of the President, National Chair, or staff liaison for resolution.

It is recommended that committee members be reimbursed for expenses only if they are present for the duration of the meeting. The execution of this policy is left to the discretion of the committee Chair. Exceptions may be approved in the case of an emergency or when prior approval has been obtained. Reimbursement forms should be submitted to the NASFAA office **within three weeks** of the committee meeting. It is the responsibility of the staff liaison and committee Chair to ensure that all reimbursement requests for his or her task force or committee are filed on time.

The general policy of NASFAA with regard to travel is that the individual pay all expenses and file a reimbursement form. NASFAA staff will generally book and pay for sleeping rooms on your behalf.

Since it is expected that committee members normally attend the National Conference, committee members **will not be reimbursed for travel to committee meetings held in conjunction with the National Conference**. Hotel and meal expenses will be reimbursed for any days prior to or after the National Conference that are required for committee

business, if it can be reasonably expected that they would not have been incurred for conference attendance.

Travel Policy

The following guidelines were adopted by the Board of Directors to govern volunteer expenses (updated 2013).

General – Travel claims should be filed within 3 weeks of the meeting and mailed to: NASFAA, Attn: Finance Dept., 1101 Connecticut Ave., NW Suite 1100, Washington, DC 20036. They may also be emailed to your committee's staff liaison, with a copy to NASFAA's Finance Dept. (accounting@nasfaa.org). Per IRS requirements, each travel expense form submitted must be accompanied by receipts for all reimbursable expenses (including airline tickets, hotel bills, taxi receipts, itemized meal receipts, etc.). If emailing, please remember that we still require a scanned or faxed copy of all your original receipts (fax: 202-785-1487).

Transportation - Airline – Volunteers make their own flight reservations, and are asked to do so as soon as meeting dates are confirmed to obtain lower airfares. If a meeting is canceled or an emergency occurs, the Association will cover any cancellation, change or other fees incurred as a result. All air travel should be lowest, cost coach-class. NASFAA will not reimburse for seat upgrades.

Airline Baggage Fees – NASFAA will reimburse baggage fees for one checked bag.

Automobile – Reimbursement for the use of a private car will not exceed the amount allowed by the IRS, currently 56 cents per mile. Normally, this reimbursement should not exceed the cost of lowest price, coach airfare. In circumstances when use of a car is preferred for personal reasons, reimbursement for mileage will be limited to the above.

Rental Car – Use of a rental car must be approved in advance by your staff liaison.

Taxi or Ferry – Ground transportation expenses to and from meeting/lodging facilities should not include costs for personal choices (e.g., NASFAA would not reimburse cab fare to lunch at a restaurant when a meal is already provided for the committee). Receipts must support all transportation costs, including parking charges.

Other Travel – On rare occasions, NASFAA will schedule a committee meeting to take place at one of the annual regional meetings. If this happens to take place in a committee members' home region, NASFAA will reimburse *meal expenses only*, unless the volunteer *would not normally* attend his/her regional meeting. Questions or requests for exceptions should be directed to your staff liaison.

Hotel Accommodations – NASFAA staff will make hotel arrangements for volunteers. Reservations will generally be made for the nights preceding each day of the meeting. Per NASFAA's board-accepted practice regarding volunteer travel, all rooms are based on single occupancy. While not required, NASFAA does encourage double occupancy when appropriate as a cost savings to the Association.

If additional nights are required, or if individual plans change, volunteers are required to contact their staff liaison as soon as possible to avoid paying for unused rooms. Committee members who fail to advise the designated staff person of a change in schedule will be billed for any hotel expense incurred. If an individual chooses to make his or her own reservation and stay at another location, he or she may do so; however, reimbursement will be limited to the rate NASFAA has negotiated at the primary hotel.

Meals – NASFAA's adheres to the Domestic Per Diem Rates (www.gsa.gov/portal/category/104711) as specified by the U.S. General Services Administration (GSA).If meals are provided at a NASFAA meeting, other eating arrangements will

be a personal expense. For most meetings, breakfast and lunch are typically provided, with dinner on your own and reimbursable per GSA standards (note that GSA prorates the per diem by meal). Volunteers who pay for a group meal will be reimbursed at the appropriate per diem rate for the number of attendees. For restaurant meals, please submit both the itemized receipt (reflecting number of guests and itemized food/drink) and credit card payment slips, per IRS rules.

Alcoholic Beverages – Costs for alcoholic beverages are a personal expense, not reimbursable by the Association.

Tips – We allow reasonable ($1-2) tips to porters, baggage carriers, bellhops, etc. Tips for hotel maids may not exceed $3/day.

Telephone/Internet – Only phone calls for NASFAA business and one brief call home daily may be claimed. To avoid surcharges, please do not make calls from hotel rooms unless using a calling card. Free wireless internet is available in NASFAA's office, where most committee meetings are held; therefore NASFAA will not reimburse internet access fees to committee members.

Miscellaneous Expenses –- Any miscellaneous expenses above $3 must be supported by receipts and itemized on the expense form.

TASK FORCE AND COMMITTEE REPORTING POLICIES & PROCEDURES

In order for the Board of Directors to be fully apprised of the activities of the task forces and committees, it is important that the following types of reports and communications be submitted on a timely basis. Adequate minutes (see *Appendix H: Minutes*) must be kept of each meeting and subsequently distributed to the committee members, the National Chair, and the staff liaison(s). In order for the membership to be kept apprised of the work, accomplishments and other activities of NASFAA task forces and committees, each committee Chair is expected to submit information summarizing committee activities periodically to *Today's News* for possible inclusion (news@nasfaa.org). Through this communicative tool, both upward and downward information flow can be facilitated.

PERIODIC REPORTS FOR THE BOARD OF DIRECTORS

A written report must be submitted by the committee/task force chair to the staff liaison **one month in advance** of each meeting of the Board of Directors (3 times yearly). A schedule for all future Board meetings is online (http://www.nasfaa.org/mkt/training/Events_Calendar.aspx).

Committee/task force reports should conform to the format in *Appendix C: Sample Format For Committee Reports.* All reports should list each goal assigned to the committee and clearly identify in a narrative the steps the committee is taking to address each assigned goal. The Board of Directors is interested in knowing exactly what the committee did toward accomplishing the goal, and if no action was taken, an explanation should be provided. This goal-reporting format allows the Association Governance Committee to review committee activities before the third and final Board meeting of each year, to assess progress toward stated goals and objectives.

Occasionally, it may be necessary for the committee Chair to attend the Board of Directors meeting to fully explain an activity. The National Chair will issue an invitation to the Chair when such attendance is required. Reimbursement for travel expenses will be charged against the committee.

FINAL REPORT OF THE COMMITTEE

Committee Chairs are charged with providing a final report to the National Chair through the Commission Directors. This report typically makes up the third committee report, which is submitted in advance of the July Board meeting. These reports should also adhere to the format outlined in *Appendix C* and should accurately reflect what the committee actually did that year, as well as recommendations for the future.

SPECIAL REPORTS

From time to time, special reports may be necessary to address specific problems, goals, or issues. These types of reports are utilized to address concerns needing immediate resolution to finalize a directive or project activity previously addressed by the Board of Directors. The reports will be handled as necessary through the organizational structure.

COMMITTEE OF THE YEAR

In March 1977, the Board of Directors approved procedures for recognizing the outstanding achievement of NASFAA commissions and committees. This was done in an attempt to provide visible recognition for the valuable work of the committee in supporting the objectives of the Association and to stimulate others to become involved in its activities. Thus, an award for Committee of the Year is presented annually at the National Conference. The sitting National Chair has total discretion in the selection of the Committee of the Year Award. Certificates are given to members of the selected committee. **Recipients of the Committee of the Year Award to date are as follows:**

1977 Committee on Program Review
1978 Commission on Training
1979 Title IV Committee
1980 Membership Committee
1981 Long-Range Planning Committee
1982 Conference Program, Conference Site Committees
1983 Need Analysis Standards Committee
1984 National Conference Committee
1985 Commission on Fiscal Planning and Management
1986 Fiscal Planning and Management, National Conference Committees
1987 Need Analysis Standards Committee
1988 Minority Concerns, Training Committees
1989 Need Analysis Standards Committee
1990 Professional Development for Membership Committee
1991 Need Analysis Standards Committee, Reauthorization Task Force
1992 Association Governance, Research, National Conference Committees
1993 National Conference Committee
1994 Research Committee
1995 Finance Committee
1996 Electronic Services Advisory Committee
1997 Reauthorization Task Force
1998 Diversity & Multi-Cultural Issues Committee
1999 Conference Committee, Task Force on Standards of Excellence, Committee on Access & Choice
2000 Electronic Services Committee
2001 Training Committee
2002 Technology Initiatives Committee
2003 Research Committee
2004 Leadership Development & Professional Advancement Committee
2005 Institutional Program Management Committee
2006 Editorial Board of Student Aid Transcript
2007 Association Governance & Membership, National Conference Committees
2008 Research, Student Access & Diversity Committees
2009 Finance & Audit, Federal Issues Committees
2010 Institutional Program Management, Federal Issues Committees
2011 National Conference, Leadership Development & Professional Advancement Committees
2012 Access & Diversity, Training & Professional Development Committees
2013 Training and Professional Development Committee

APPENDIX A
TIPS TO ORGANIZE YOUR YEAR AS A COMMITTEE CHAIR

- Review your committee's charges and become familiar with already established strategic plans and association policies and procedures.

- Develop your goals and objectives by incorporating the committee's activities with your own personal plans:
  - Put your goals in order
  - Develop a master plan
  - Establish specific steps
  - Schedule the steps in the best order
  - Follow your schedule

- Establish priorities by being realistic about what can be accomplished during your term.

- Develop a schedule that includes timelines for accomplishing your committee's goals and objectives. This schedule should include a calendar for the committee's activities such as committee meetings, project deadlines, etc.

- Make specific assignments to committee members as early in the year as possible.

- Follow up in writing after each meeting with a reminder about the assignments and/or responsibilities agreed to by each committee member.

- Establish a list of communication and reporting requirements for your committee. Be sure they understand what type of communications and reports you expect and when they are due, as well as the ones you expect to provide to the committee.

- For your final report, develop a system early in your tenure that will enable you to retain important facts that can later be compiled for your report.

- Create a notebook (hardcopy or via an electronic filing system) to help you track committee records and documents. It should include such items as: meeting agendas; budget; calendar; committee charges; committee members and contact information; committee reports; correspondence; meeting minutes; newsletters; articles on the committee's activities; notes; and association policy memos.

- Expand communications with your institutional supervisor. While you most likely obtained permission from your supervisor before you accepted your new responsibilities, it is extremely important to keep him/her advised throughout your tenure. An open and even expanded communication with your supervisor will go a long way toward helping him or her to understand your role and to know that you have not diminished your institutional responsibilities.

- Involve your office staff in a positive way in your new role so they do not feel ignored, abandoned or imposed upon.

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APPENDIX B
GUIDELINES FOR CONDUCTING MEETINGS

- Schedule the meeting with sufficient lead-time to enable participants to attend.
- Reserve the meeting space, in consultation with your staff liaison(s).
- Once confirmed by staff, notify participants of the date, exact location, and time.
- Disseminate an agenda and related materials in advance of the meeting. If the agenda cannot be sent in advance, it should be distributed and reviewed at the beginning of the meeting.
- Advise participants who will be called upon to give reports or address specific issues, what is expected and the approximate length of time they will be allotted.
- Each committee must keep written minutes of its meetings (see *Appendix H: Minutes*). The Chair is responsible for assigning an individual to take the minutes. A rotating system in which a committee member is responsible for minutes for one day of each meeting has worked well in the past. Staff liaisons should not be expected to take minutes, but may do so if no volunteers are able.
- Start the meeting on time, observe scheduled breaks, and adjourn at the appointed time unless the participants agree to a different time.
- Once the meeting has been called to order, keep it moving; encourage participation but discourage side conversations by asking that participants be recognized before they speak.
- Establish a protocol for the meeting by advising participants of the parliamentary rules to be followed and the manner in which they may seek recognition to speak on an issue.
- Be alert to the needs of those in attendance during the meeting.
- Speak clearly. If you can't be heard, you can't exercise control. If you have a low speaking voice, rap for silence before you speak.
- Insist on order. When general simultaneous discussions ensue, no one can be heard and nothing is accomplished.
- Make sure each individual speaks clearly and audibly, interrupt if you must and have him/her repeat what was said if you have the least suspicion that some may not have heard him/her.
- Sum up what the speaker has said and obtain a decision.
- End aimless discussion by recommending further study.
- Retain control, but don't stifle free comment. Invite constructive criticism and even disagreement. Ask for support. Clarify issues by obtaining a consensus, then move on.
- Don't argue with the individual who has the floor. Ask questions if you disagree, but remember, as the presiding officer you are to be neutral.

- If you have a comment, ask for the floor as a participant.
- Review the list of committee charges to ensure that each one is appropriately addressed.
- Check at the end of the meeting to see if members feel that particular subjects have been properly covered.

All recommendations which are being submitted to the Board of Directors must be in written form and be presented to the NASFAA office in sufficient time to be included in the meeting mailing. No less than 30 days in advance of a Board meeting is preferred.

If an issue appears to warrant consideration by another NASFAA committee, the appropriate Commission Director should advise the National Chair and the President, who will review the issue, consult with the Commission Director and staff, and make the assignment if appropriate.

Use the format for Action Requests (see *Appendix D*: *Action Item Request*) to transmit such requests to the Board of Directors or to another committee, such as the Financial Affairs Committee (if the request has a fiscal impact).

APPENDIX C
SAMPLE FORMAT FOR COMMITTEE/TASK FORCE REPORTS

[Committee or Task Force Name]
[Year of Service]

List objectives from Strategic Long-Range Plan

Explain in detail how the committee attempted to meet this objective and each of the sub-part under the objective.

A. Tk
B. Tk
C. Tk

National Chair's Goals – The National Chair has identified xyz as its goals for this year

A. Tk
B. Tk
C. Tk

Explain what the committee did to address the Chair's priorities.

A. Tk
B. Tk
C. Tk

Suggested Committee Activities:

A. Tk
B. Tk
C. Tk

Explain how the committee addressed the suggested activities clearly delineating what the committee did in each instance.

Include other narrative as needed (for instance, a year-end summary, if appropriate).

APPENDIX D
ACTION ITEM REQUEST

NATIONAL ASSOCIATION OF STUDENT FINANCIAL AID ADMINISTRATORS

TO: Board of Directors? Another Committee? **SUBMITTED BY**: Name your committee

PROPOSED ACTION:

SUSTAINABILITY PLAN (include staff hours & oversight expected for project completion):

DISCUSSION:

CURRENT RELATED POLICY:

RELATIONSHIP TO STRATEGIC LONG-RANGE PLAN:

BOARD OF DIRECTORS ACTION:

DATE:

APPENDIX E
MEDIA RELATIONS POLICY

BACKGROUND

Effective media relations can increase positive exposure for the association and mitigate negative perceptions. It can also assist NASFAA in its core advocacy and outreach efforts to assist schools and increase access to higher education for students. Conversely, poor handling of media inquiries can decrease our effectiveness as an advocate for schools and students. NASFAA strives to advance its mission by communicating openly and honestly using consistent messages with its constituents, including the media. For these reasons, we ask that committee members adhere to the following media policy to ensure that information about NASFAA provided to the news media is presented carefully, consistently and accurately.

POLICY/PROCEDURE

1. A media inquiry is any contact by a reporter, writer, editor, producer, or any other representative of electronic (radio, TV, wire, web) or print media. While most reporters identify themselves as such, some may not. As a general rule, be sure you know who your callers are and what media outlets they represent before engaging in any discussion.

2. Next, determine whether the reporter is asking you to speak on behalf of your institution, or on behalf of NASFAA, as a board or committee member. If the former, proceed through your normal internal channels for media inquiries on your campus. If the latter, we ask that you please refer ALL media inquiries to NASFAA's Communications Department (202-785-6944, news@nasfaa.org)

   Suggestion for dealing with initial media inquiry:

   > *"Thank you for your inquiry. As a matter of policy, all media inquiries are referred to NASFAA's Communications Department so that they can identify the person who can best answer your questions. May I have your name, number, media outlet and deadline so that I may have someone from NASFAA return your call? If you prefer, you may contact NASFAA directly at (202) 785-6944 or news@nasfaa.org."*

3. Next, NASFAA's Communications staff will work to determine an appropriate response strategy, to ensure that all answers are accurate, consistent and on-message. Communications, in consultation with the NASFAA President, will designate an appropriate spokesperson either on staff or from the membership (it may be that the member who received the media inquiry is the right person). Communications will then follow-up with the reporter and the designated spokesperson(s), to set up the interview. We will also work with the spokesperson to discuss/recommend key talking points.

4. Lastly, all articles that mention NASFAA are included in *Today's News*. However, we are not always able to find every smaller/regional newspaper that mentions NASFAA through our regular daily web searches. If you are aware of an article that mentions NASFAA and should be published in *Today's News*, but has not yet appeared, please email it to the Communications staff (news@nasfaa.org).

APPENDIX F
TRAVEL EXPENSE CLAIM FORM

National Association of Student Financial Aid Administrators
Travel Expense Claim

To: NASFAA, 1101 Connecticut Ave., NW Suite 1100, Washington, DC 20036
Attention: Finance Department
From: _____
Address: _____
_____

Directions: Please send this form, with receipts for all expenses in excess of $3 to NASFAA. Please retain a copy of this form for your records

Deadline: In order to receive reimbursement for approved travel expenses, this form must be received by NASFAA within 3 weeks of the travel date. For travel claims incurred after June 15, but before June 30, the travel claim form must be filed within two weeks. Travel claims which do not meet these criteria will not be eligible for payment.

The following expenses were incurred in attending the following meeting:
Meeting: _____
Place: _____
Dates: _____

Date	MEALS				LODGING	TRANSPORTATION (include parking, car rental if applicable)		CABS or SHUTTLE	OTHER MISCELLANEOUS EXPENSES		**DAILY TOTAL**
	Breakfast	Lunch	Dinner	Total Meals		Description	Amount		Description	Amount	
Total											

By my signature below, I certify that I have/will not be(en) reimbursed by any other agency for any amount exceeding the actual cash outlay for this meeting.

Claimant's Signature _____ Date _____

Total of Claim	
Less advance or expenses billed directly to NASFAA	
Total Requested	

**********FOR OFFICE USE ONLY**********

Date Received: _____ Authorized for Payment: _____ Date: _____
Date Check Sent: _____ Account# _____ Travel Expense: _____
_____ Lodging: _____
_____ Meals: _____
_____ Miscellaneous: _____

APPENDIX G
ANNUAL COMMITTEE BUDGET WORKSHEET

Each year, NASFAA's Board approves an Operating Budget with a line for committee expenses and travel. The National Chair is then asked to work with his/her CDs and chairs to plan the work of the committees within the allotted budget.

To assist in this planning process, the Chair may use the following chart.*

Total Committee Budget $_____

Committee Name	# of In-Person Meetings Expected		Add Estimated Additional Costs?	$ Total per Committee
AGC		x $8,500 per meeting		
FAC				
NEC				
Journal				
GPIC				
Pubs Ed Board				
Research				
Awards				
Conference				
Local Arrangements				
Training				
Access				
Leadership				
Technology				
[Other A]				
[Other B]				
TOTAL				$???

*Note that each in-person committee meeting costs an estimated $8,500 and assumes 9 individuals with meals, and two hotel room nights each

APPENDIX H
MINUTES

To avoid wasting your time spent in meetings, be sure your minutes answer these 10 questions:

1. When was the meeting?
2. Who attended?
3. Who did not attend? (Include this information if it matters.)
4. What topics were discussed?
5. What was decided?
6. What actions were agreed upon?
7. Who is to complete the actions, by when?
8. Were materials distributed at the meeting? If so, are copies or a link available?
9. Is there anything special the reader of the minutes should know or do?
10. Is a follow-up meeting scheduled? If so, when? where? why?

You may use whatever format for minutes you find most effective. A recommended format is as follows:

Minutes - XYZ Committee – Jan. 1-3, 2012

List of those in attendance
List of those absent

Topic 1

Insert relevant discussion notes (but be brief—you don't need to capture every bit of discussion)

Motion/Action: The committee voted unanimously to move this topic forward to the Board at its next meeting. It was agreed that Bill Jones will update the action item and send to the National Chair.

Topic 2

Insert relevant discussion notes (but be brief—you don't need to capture every bit of discussion)

Motion/Action: The committee voted unanimously against this motion

Topic 3

Insert relevant discussion notes (but be brief—you don't need to capture every bit of discussion)

Motion/Action: The committee voted to approve this motion; two members voted against the measure. This item will now be forwarded by the chair of XYZ to the Finance committee.

The chair reminded members of the next committee meeting on Feb. 3, 2012.

Motion/Action: The meeting was adjourned.