



NACAS West Policy Manual
NACAS West Board of Directors

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Policy Manual

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From the NACAS West Bylaws:

Purpose

The purpose of NACAS West shall be:

- To promote a high standard of business practices and ethics among its members.
- To unite in one organization those persons and entities whose major responsibility is providing auxiliary services to the students, faculty, staff, and guests of their respective colleges and universities.
- To provide for the collection, dissemination and interchange of information among the members of NACAS West.
- To provide members with opportunities for career development and professional growth, and to promote auxiliary services as a valid component of the total education process.
- To foster a cooperative spirit among our member representatives and with other college and university professional associations.
- To foster cooperation, support and growth of the national and regional associations of college auxiliary services.
- To foster international goodwill through cooperation and liaison with kindred associations throughout the world.

Working Definitions

Policy

A brief, general statement of purpose, principle or philosophy that serves as a guide for action and that is adopted by the NACAS West Board. The policy statement may also include general reporting and review requirements.

Procedures

A statement of the explicit steps needed to carry out the administrative regulations.

Annual Business Meeting

The NACAS West Annual Business Meeting takes place during the Annual Regional Conference. The slate of officers and coordinators are voted on at this meeting. Changes to the Bylaws may be presented and voted on at this meeting.

Regional Meeting at C3X

The Regional Meeting takes place during C3X. This meeting must not be confused with the Annual Business Meeting, which takes place at the Annual

Regional Conference. Changes to the Bylaws may be presented and voted on at this meeting. The budget for the coming fiscal year is presented to the membership at this meeting.

Fiscal Year

The NACAS West fiscal year is the same as the calendar year and goes from 1 January through 31 December.

General Policies

Procedure for Proposing New Policies and Revising Existing Policies

NACAS West Members, Business Partners, Committee Chairs, and Board Members may submit proposed new policies or revisions of existing policies to any NACAS West Board Member.

The President is to receive copies of all proposals at the time of submittal.

Any revisions shall be presented to the Board at its next meeting for approval.

Guidelines for Use of NACAS West Name and Logo

The NACAS West logo is available in electronic format from the Communications & Marketing Coordinator. Use of the NACAS West logo must be approved by the Communications & Marketing Coordinator.

Policy Statement on EEOC/Affirmative Action

The National Association of College Auxiliary Services does not discriminate on the basis of race, color, gender, age, physical disability, relation, sexual orientation or national or ethnic origin in its membership, employment or any programs under its administration. The Association promotes and ensures representation of cultural diversity in all aspects of its activities.

NACAS West supports this policy statement.

Membership

Institutional

Regional membership is automatically granted when national membership is obtained. It is policy that the membership in the National Association of College Auxiliary Services shall be a joint National and Regional membership.

Membership shall be limited to accredited institutions of higher education with one individual designated as the official representative.

Administrative Procedure

The National office advises the President of all new members. The President shall send a welcome letter from the Region.

Retirees

Retired NACAS West member representatives and their spouse/guest are welcome to attend the Annual Regional Conference and pay the same registration fee as the spouse/guest registration fee.

Business Partners

Regional membership is automatically granted when national membership is obtained. It is policy that membership in the National Association of College Auxiliary Services shall be a joint National and Regional membership. A new Business Partner will be sent to the National office for the application process.

Dues

The NACAS National Board as outlined in the NACAS Bylaws establishes dues. If membership dues are not paid by the anniversary date, the Member will be removed from membership of NACAS and thus, NACAS West.

Administrative Procedure

- a. The National office will compile a list of institutional Members who have not paid their dues. This list will be submitted to the National Board members, the Membership Committee, and the Business Partner Committee.
- b. The Regional associations are notified so that board members can write letters, send emails, and make phone calls encouraging reinstatement.

Directory of Members

The President receives a list of NACAS West members and shall distribute this directory to all regional board members.

Board

Code of Ethics

It is the policy of the National Board that a Code of Ethics be established for the Board and be made available to the members on request.

The NACAS West Board adopts the Code of Ethics and Professional Conduct of the National Board.

Code of Ethics and Professional Conduct

The auxiliary services professional shall represent their institution with personal integrity and shall conduct the business of their institution in a professional manner.

- The personal and professional conduct of the auxiliary services professional shall be such that it enhances the integrity and prestige of their institution.
- The professional shall refrain from entering into private or personal activities that may be interpreted as a conflict of interest and from accepting gifts or favors that imply an obligation of their institution.
- The professional should refrain from any activity that compromises the fiscal integrity of their institution. The professional should not benefit financially, either directly or indirectly, from any decisions made as an officer of their institution.
- The professional recognizes the cultural diversity of the institution and promotes non-discriminatory personnel practices, which ensure that recognition, selection, and promotion are based on skill, proficiency, educational experiences, measurable potential and productivity.
- The professional shall strive to participate in the development of their institution's mission statement and shall serve in any beneficial capacity that enhances the achievement of the goals of the institution.
- The professional fosters and supports the development of professional standards at their institution and in regional and national professional organizations.

Board Recognition for Outgoing Board Members

It is the policy of the NACAS West Board to recognize outgoing Board members with a plaque.

Administrative Procedure

Administered by the President Elect

- a. The President Elect shall coordinate the purchase of a plaque for outgoing Board members to be given at the Annual Regional Conference.
- b. The estimated cost of the plaques shall be included in the annual budget.
- c. The President Elect shall consult with the President prior to purchasing the plaques.

Board Recognition for Outgoing Presidents

It is the policy of NACAS West to provide a \$1,000 USD scholarship to the school of the outgoing President.

Administrative Procedure

Administered by the Treasurer (scholarship check) and the President Elect (other recognition)

- a. The scholarship check is to be presented each year at the Annual Regional Conference. The President Elect shall draft a Resolution acknowledging the contribution of the outgoing President and submit it to the rest of the Board for their approval.

- b. The Resolution is to be presented at the Annual Regional Conference.

Board Recognition of Outstanding Business Partner of the Year

It is the policy of NACAS West to annually recognize a business partner that has made particularly noteworthy contributions to NACAS West member institutions and to the auxiliary services profession.

Administrative Procedure

Administered by the Business Partner Liaison (selection and announcement) and the Communications and Marketing Coordinator. Any NACAS West member may nominate a business partner for the NACAS West Outstanding Business Partner of the Year. The nomination form is available on the NACAS West website.

- a. Submissions must include a completed nomination form and written statement addressing how the nominee has met the award criteria.
- b. Nominations will be evaluated by the Board.
- c. The Outstanding Business Partner of the Year will be recognized at the Annual Regional Conference and the C3X Regional Meeting.
- d. The award winner will be featured in the NACAS West newsletter/email, highlighted in, and listed on the NACAS West website.
- e. The award winner will be able to use the NACAS West logo, adding it to emails and correspondence, to indicate that they are the NACAS West Business Partner of the Year.
- f. Timeline:
 1. Call for nominations from the Board in February.
 2. Board selects the winner based on its participation and contribution to the West Region.
 3. Business Partner Coordinator notifies the winner in March.
 4. Winner announced via email in March and in the Spring newsletter/email.

Closed Sessions of the Board

It is the policy of the NACAS West Board that closed sessions may be held under the following guidelines:

The Board of Directors may hold a closed session to consider matters relating to the appointment or nomination of National and/or Regional Board vacancies.

Administrative Procedure

Administered by the President

- a. If it is known in advance that a closed session is necessary, it will be indicated on the agenda. The President will ask for a motion and a second to move into closed session and then call the question. The result of the vote should be unanimous.
 - a. The Board may still move into closed session even if the vote is not unanimous so long as there are a majority of ayes. A unanimous vote simply indicates that every Board member understands that sensitive

issues must be discussed without members of the public hearing the full discourse.

- b. Action may not be taken in closed session. A motion may be made and seconded in closed session but a vote may not be taken until the Board moves back into open session. At that time, the motion may be voted on by the Board.
- c. Minutes taken during executive session are not part of the regular meeting minutes and are not published. Regular meeting minutes should indicate when the Board moved into executive session and when the Board resumed the open session. Minutes from the executive session are kept by the Secretary.

Annual Report

It is the policy of the NACAS West Board to provide an Annual Report to the Members.

Administrative Procedures

Administered by the President

- a. The President is to provide an Annual Report.
- b. Solicit from and review highlights with the Board prior to the Annual Regional Conference.

Letter of Acknowledgement of Service and/or Welcome to NACAS West

It is the policy of the NACAS West Board to send letters to the superiors of Board Members and Committee Members acknowledging the representative's service to NACAS West.

It is the policy of the NACAS West Board to send letters of welcome to all new members.

Administrative Procedure

Administered by the President and supported by Membership Coordinator.

- a. The President shall request from Board Members and Committee Members appropriate names for mailing.
- b. Acknowledgements shall be sent for outgoing Board and Committee Members.
- c. The National Office advises the President and Membership Coordinator of new members.
- d. The President with support from Membership Coordinator shall send letters of acknowledgement and/or welcome.

Board Minutes

It is the policy of the NACAS West Board that at all Board meetings the Secretary or their designee shall take minutes. Minutes are to include motions made at the meetings. Any back-up material referred to by action items must be attached to the minutes. Minutes shall be posted on the NACAS West website.

Administrative Procedure

Administered by the Secretary (take minutes) and posted to the NACAS West

website by the Secretary and in support by the Marketing & Communications Coordinator.

New Board Member Orientation

New members will be given access to Board minutes, financial statements of the previous year, the regional policy manual and bylaws, and any appropriate budgets.

Administrative Procedure

Administered by the Secretary and the outgoing board member position

- a. Secretary to give access to the documents listed above to new members by the first full Board meeting following the election.
- b. A more in-depth orientation may take place prior to the Board's summer meeting.
- c. Positions filled mid-term will on boarded as needed.
- d. Outgoing board members will train to the best of their ability the new incoming person in their role and be available to incumbent through the next regional conference.

Board Meeting Locations

The location of all Board meetings will be the decision of the President in consultation with the Board.

Administrative Procedure

Administered by the President

- a. In selecting Board meeting locations, other than the annual meeting, serious consideration will be given to meetings at future Annual Regional Conference sites.
- b. Budget considerations of locations should be considered based on the annual budget.

Annual Conference Site Selection

It is the policy of the NACAS West Board of Directors that the annual regional conference site selection process recognizes the needs of members in sites it chooses.

Administrative Procedure

Administered by the Past President

- a. Two-year advance planning is encouraged wherever possible.
- b. Each year at the Board retreat, the Board shall select prospective sites for consideration. The Board, with input from membership, will consider alternating between major conference hubs and "boutique" sites.
- c. The Board shall commit to hold an annual regional conference in Canada at least once every 10 years.
- d. Once the site is agreed to, the Past President in coordination with the Regional Conference Coordinator shall establish a program and host committee structure with the volunteer institution.

National Appointments/Nominations

The current West President serves on the National Nominating Committee.

Under the Bylaws (article II, section 7) of NACAS West, the Board shall select the Regional Representative to the National Board every three (3) years.

At the request of the National Nominating Committee, the Board shall select a regional candidate for the National President's office.

Persons being considered for these National positions must have served in a regional capacity as well as meet the general requirements of the National nominating process.

Regional Appointments/Nominations

See section on Committees.

Financial Policies

Reimbursement and Expense Guidelines

The following are guidelines for NACAS West reimbursements. Ultimately, all expenditures are subject to Board approval.

At Board meetings other than the Annual Regional Conference and the Annual National Conference, NACAS West reimburses and/or covers the cost of Board members as follows:

Board Members

- Travel to/from the meeting (i.e., airfare, mileage at the NACAS advertised reimbursement rate for mileage, taxi, etc.) – Board members are encouraged to use the NACAS West credit card for travel arrangements to help build up the reward miles/points from the credit card.
- Meals during travel to/from the meeting are not to exceed NACAS per diem rates. Per diem rates are shown on the current NACAS West reimbursement form.
- Board functions/group meals at a reasonable price while at the Board meeting.
- Lodging arranged for the meeting – typically the evening prior to the meeting through the evening of the last day of business.
- Expenses incurred for the meeting (i.e., telephone, fax, internet access, copying, etc.).

NACAS West does not cover the following:

- Personal incidentals at the hotel during your stay at the meeting
- Spouse/guest travel to/from the meeting
- Difference in hotel costs if costs are higher (i.e., single room - \$90/double occupancy - \$100)

- Spouse/guest expenses while the Board meeting is in session (i.e., tours, travel, mileage, meals, etc.) (See “special note” below.)

Member School Hosting a Board Meeting

Examples of costs to be reimbursed by NACAS West:

- Printing
- Mailing
- Administrative supplies
- Notebooks
- Conference materials
- Travel associated with hosting a Board meeting
- Other necessary out-of-pocket expenses

Special Notes on Conference Planning/Board Meetings

Although this planning meeting is typically for the purpose of experiencing the host facilities, the Board is reminded to be conscientious of expenditures. Tours, restaurants, etc. to be utilized during the actual conference are usually “reviewed” by Board members in order to get a full flavor of the conference host site and monies expended for this will be kept reasonable.

Spouses/guests are welcome to attend the entire extracurricular event, tours, dinners, etc. for the individual cost of the event.

Pre- and post-dinner drinks are the responsibility of individual Board members.

National C3X and Regional Conferences

At this time, NACAS West does not reimburse for expenses to attend the Regional Conference or C3X. Expenses are reimbursed for costs associated directly to the Association (i.e., reception costs, display tables, promotional materials, etc.) that are incurred by an individual or the group to host NACAS West events or promote the NACAS West regional conference.

The Association normally covers the additional cost of the President’s suite at the Regional Conference, which is used for meetings of the Board, etc.

If there are extenuating circumstances that affect key participants’ attendance at either a Regional or National Conference, a request for expense reimbursement may be made to the Board and is subject to Board approval. The request for expense reimbursement must be made 30 days before the expense is incurred and a justification for attendance to a Regional or National Conference must be submitted with the request. Extenuating circumstances such as an institution’s inability to fund travel or policies of an institution that prohibit travel will be considered. Key participants such as conference hosts, the NACAS West President, and others whose direct participation at a conference will significantly benefit NACAS West will be considered.

Leadership Team Meeting

NACAS holds an annual Leadership Team Meeting (LTM) that brings together the national Board, staff members from the NACAS National Office, officers of the regional boards, and national Committee Chairs.

The NACAS National Office covers the expenses (travel, lodging, and meals) for the regional President, the regional Representative to the national Board, and any national Committee Chairs.

Based on the availability of funds, NACAS West covers the expenses (travel, lodging, and meals) for the Vice President, the Treasurer, the Secretary, and any new Coordinators and At-Large members.

Other Board members are welcome to attend at their own (or their institution's) expense.

Administrative Procedure

Administered by the Treasurer

All reimbursements must be submitted within 60 days from the time the expense is incurred on a NACAS West reimbursement form and signed by the person requesting reimbursement. The form should be submitted with supporting documentation to the Treasurer and President for payment. Electronic submission is preferred.

The Vice President approves the President's reimbursement claims.

Regional Conference Complimentary Registrations

The Board has authorized the following complimentary registrations to the annual Regional Conference:

- *One registration to be given away at the C3X Conference Regional meeting.
- *One registration for each region (Central, East, and South) to be used by one of their Board members.
- **Up to two registrations for administrative support personnel who support the annual Regional Conference Planning Committee Chair.
- *One registration for the NACAS National President.
- *One registration for the NACAS National CEO.
- **Two registrations for the next year's host committee members.
- *One registration for the Regional Conference Coordinator.
- **One day pass to people presenting.

*Approved each year

**Ones that will be considered yearly by the board

Administrative Procedure

Administered by the Treasurer

NACAS West Scholarship for the Annual Regional Conference

In order to encourage NACAS West members who might not otherwise be able to attend the Annual Regional Conference, the Board has established a scholarship that may cover the registration fee, accommodations, and transportation based on the annual budget allocation.

Budget permitting, it is at the Board's discretion to award more than two (2) "full ride" scholarships that include registration, accommodations, and transportation; and to award any number of "registration-only" scholarships.

Administrative Procedure

Administered by the Vice President

- a. The NACAS West Conference Scholarship Application form will be posted on the NACAS West website when registration for the conference opens.
- b. The Vice President will establish the deadline dates for (1) application submission, (2) scholarship acceptance, and (3) scholarship recipient registration.
- c. The complete application must be submitted to the Vice President by the application deadline date to be considered.
- d. The Vice President will form a Scholarship Committee to review applications and select scholarship winners.
- e. The Vice President or designee will notify the scholarship winners and inform them of the acceptance date and registration deadline.
- f. Once the Scholarship Committee has selected the scholarship winners, the Conference Coordinator will assist with the hotel accommodations and scholarship recipient(s) will book their own travel and submit reimbursement to the Treasurer.

NACAS West CASP Reimbursement

In order to encourage NACAS West members to take the CASP (Certifies Auxiliary Services Professional) exam, the Board has established a policy to reimburse NACAS West members who have successfully passed the CASP exam up to an amount of \$5,000.

Administrative Procedure

Administered by the Vice President.

- a. When a NACAS West member has successfully passed the CASP exam, the member may seek reimbursement for the exam fee by completing a NACAS West CASP Scholarship Program Application Form, found on the NACAS West website.
- b. The Application Form must be submitted within one (1) year of the exam date.
- c. The member must submit proof of passing the CASP exam with the Application Form. The CASP certificate is acceptable proof.
- d. Only the individual or the institution that paid the exam fee may be reimbursed.
- e. Any CASP scholarships or grants received by the NACAS West member

- will reduce the amount that NACAS West will reimburse.
- f. Once the Vice President has reviewed the application and verified successful exam completion, they/them will direct the Treasurer to reimburse the appropriate party.

Budget

It is the policy of NACAS West that a budget be prepared and acted on by the general membership before expenditures can be made for a fiscal year.

Administrative Procedure

Administered by the Treasurer

Budget Timeline

- a. The Board identifies new budget considerations at the summer Board meeting.
- b. The Treasurer prepares a preliminary new year budget by late October.
- c. The Board will approve the calendar year budget at C3X.
- d. Budget vs. actual are reviewed at each Board meeting.

Financial Reporting

NACAS West financial records and statements shall be maintained and presented in accordance with generally accepted accounting principles.

Administrative Procedure

Administered by the Treasurer

Credit Card

The NACAS West credit card shall be used to pay for as many expenses as possible.

Administrative Procedure

Administered by the Treasurer and Past President. Credit cards are provided to the Treasurer, President, Past President, and Regional Conference Coordinator.

Custodian of Funds

The NACAS West Board is responsible for the overall safety and security of funds. The Board has delegated day-to-day custodian of funds duties to the NACAS West Treasurer. This policy shall provide guidance on how to ensure the appropriate safety of NACAS West funds. This policy shall establish redundancy in asset protection.

Duties

NACAS West Board of Directors

The Board is responsible for the overall income, expenditures, and safety of NACAS West assets.

Treasurer

The duties of the NACAS West Treasurer are contained within the position description approved by the Board. In general, the Treasurer is responsible for the allocation and distribution of funds in accordance with Board policies and

procedures.

Safe Custodian of Funds

General

The Board shall receive from the Treasurer on a monthly basis an updated statement of income and balance sheet. At the close of the fiscal year annually, the Treasurer shall provide a year-end report to the Board and the NACAS West members.

Custodian of Funds

Monthly, the Treasurer shall provide the President and President-Elect with updated balance sheets along with official bank, investment, and other statements that show fund balances. The President and President-Elect shall verify that balances on these statements match the appropriate lines on the balance sheets. If there is a discrepancy, the Treasurer shall provide the President and President-Elect with the reason. If the discrepancy is unexplained or unreasonable, the Treasurer and/or President and/or President-Elect must notify the Board at the next Board meeting or sooner.

Policy Review

The Board will review and adjust this policy as needed.

Financial Reserves

It is the policy of NACAS West to establish adequate reserve levels as contingencies against unforeseen business events.

Administrative Procedure

Administered by the Treasurer

- a. The reserve level equals the current year operating budget.
- b. At the beginning of each fiscal year, the Treasurer shall establish/increase a "Designated" reserve equal to the Board approved budgeted operating expenses for the then current fiscal year.
- c. All remaining reserves shall be undesignated, unless otherwise restricted by Board action.

Investment Policy

This policy is intended to provide guidelines for the prudent investment of NACAS West's funds, and outlines the policies for maximizing the effectiveness and efficiency of NACAS West's investment management plan. This policy also provides guidelines to assist the Investment Managers in effectively supervising, monitoring and evaluating NACAS West's portfolio. The investment program is defined in the various sections of this policy. This policy establishes the investment restrictions placed upon the Investment Managers, and outlines procedures for performance review.

Objective

The primary investment objective is to achieve risk-adjusted real returns

necessary to preserve and grow capital and to support the long term spending requirements of NACAS West. The NACAS West Investment Officers and its Investment Managers must properly balance the following overall objectives:

- a. Liquidity. The NACAS West's investment portfolio will remain satisfactorily liquid to enable it to meet anticipated operating and cash flow requirements.
- b. Return on Investments. The Investment portfolio shall be designed to attain a market rate or better rate of return throughout a full economic cycle.
- c. Preservation of Capital. Sufficient limitations are placed on risks associated with the implementation of the return on investment objective and to protect the portfolio through the diversification of assets and the setting of specific quality standards.
- d. Diversification. Portfolio Manager is responsible for maintaining the balance between fixed income and equity securities based on set asset allocations.

Scope

The funds identified in this section, and entrusted to NACAS West, will be pooled in an actively managed portfolio. NACAS West shall meet the standards set forth in the "Prudent Investor" rule, which states: "Investment shall be made with judgment and care, under circumstances then prevailing, which persons of prudence, discretion, and intelligence exercise in the management of their own affairs, not for speculation, but for investment, considering the probable safety of their capital as well as the probable income to be derived."

Delegation and Authority

The Treasurer is responsible for maintaining the Investment Policy of NACAS West, recommending Investment Manager(s) to manage the investments of NACAS West, and for monitoring investment performance. The Board is responsible for review, approval, and implementation of the Treasurer's action and policy recommendations. The Board is ultimately responsible for the investments of NACAS West. In addition to the Treasurer, the President, and Vice President shall also have signature authority on investment accounts.

Asset Allocation & Rebalancing

To achieve its investment objectives, the NACAS West investment assets shall be allocated among a number of investment classes. The purpose of allocating the investment portfolio asset classes is to ensure the proper level of diversification within the portfolio. The Investment Committee will review and recommend asset class allocation targets and minimum/maximum ranges no less frequently than annually. The portfolio shall be rebalanced at least annually in accordance with market fluctuations, so it remains within ten (10) percentage points of the ranges of targeted asset allocations and the planned distribution among investment manager, keeping in mind that rebalancing is a function of expected returns, volatility, and return correlations of the portfolio.

Rebalancing should also be weighed against the additional costs of frequent trading and

internal resources. Formal asset allocation studies will be conducted at least every three years, with evaluations of the validity of the adopted asset allocation.

The target asset allocation for the pooled investment portfolio will be the following:

	Range %	Target%
Cash Equivalents	0-20%	5%
Fixed Income	10-35%	25%
Equity	25-80%	65%
Alternative Investments	0-5%	5%

Investment Guidelines

Overall Guidelines

- The general policy shall be to diversify investments among both equity and fixed income securities so as to provide a balance that will enhance total return while avoiding undue risk concentration in any single asset class or investment category.
- No more than 5 percent of the asset class may be invested in any single equity or fixed income issuer, excluding U.S. Treasury Securities and U.S. Government Agency Securities, at time of purchases.
- Exposure to any industry sector shall be limited to 20 percent of the asset class, excluding U.S. Treasury Securities and U.S. Government Agency Securities, at time of purchases.

Cash Equivalents Category Guidelines

The following investments are acceptable:

- Certificates of Deposit. Investments in certificates of deposit in any insured bank or savings institution shall be limited to the FDIC insurance maximum.
- Commercial Paper. These investments will generally be limited to rating A-1 (or better) by Standard and Poor's or B-1 (or better) by Moody's.
- U.S. Government and California State Government guaranteed securities, as well as U.S. Treasury Bills/Notes.
- Money Market Mutual Fund.

Fixed Income Category Guidelines

- Fixed income securities will be limited to U.S. Treasury or federal agency obligations, State of California obligations or those U.S. Corporate bonds with ratings as prescribed below.
- U. S. corporate bonds with a maximum maturity of ten years and rated a minimum of "A" or its equivalent by a nationally recognized rating (Standard and Poor's, Moody's and Fitch) service. No more than 35% of the portfolio

may be invested in these bonds. In the event a bond is downgraded below the minimum acceptable bond rating, the Investment Manger may continue to hold such bond until it is deemed advantageous to dispose of the bond, but under no circumstances should it take longer than six months.

Approved mutual funds may invest in below investment grade bonds as part of diversified portfolios.

Equity Category Guidelines

- a. The equity portfolio should be well-diversified to avoid undue exposure to any single economic sector, industry group or individual security.
- b. The holding of one firm's common stock is not to exceed 5% of that firm's total common stock outstanding.
- c. NACAS est encourages reasonable investment in international securities to enhance diversification and prudent investment. No more than 30% of the equity category is to be invested in international securities. These issues are to possess the same high quality characteristics of domestic securities owned in the portfolio.

Alternative Investments Category Guidelines

Alternative investments should meet the mission of NACAS West, be for the benefit of NACAS West, be authorized by NACAS West Board resolution, and be supported by an appropriate and documented "due diligence" analysis. The value of these alternative investments shall be benchmarked against an authorized investment vehicle of NACAS West. The total value of all alternative investments shall not exceed 5% of the portfolio. The alternative investments will diversify and reduce volatility of the portfolio.

Administrative and Review Policies by the Investment Manager(s)

Each Investment Manager must acknowledge in writing its acceptance of responsibility as a fiduciary. Each Investment Manager will have full discretion to make all investment decisions for the assets placed under its jurisdiction, while observing and operating within all policies, guidelines, constraints and philosophies as outlined in this policy. Specific responsibilities of the Investment Manager(s) include:

- a. Must submit: (1) a monthly report on a timely basis; (2) a quarterly report with investment performance results; and (3) an annual summary report detailing the current portfolio holdings, market value, annualized gain and income from all invested assets, and other information that is customarily on the Investment Manager's reporting system.
- b. Discretionary investment management including the decision to buy, sell, or hold individual securities, and to alter asset allocation within the guidelines established in this policy.
- c. Communicating any major changes to economic outlook, investment strategy, or any other factors which affect implementation of the investment process, or the progress of the Fund's investment management.
- d. Informing the Investment Committee of any qualitative change to the investment management organization. Examples include changes in portfolio management personnel, ownership structure, investment philosophy, etc.

Review of Investment Performance

Evaluation of the Investment Manager's performance will be on a total return basis. These returns will be viewed in the context of the Fund's objective and relevant market indices. The Investment Manager(s) shall meet with NACAS West's Board of Directors, as requested, at regularly scheduled meetings to present the above detailed information.

Investment Policy Review

The Board of Directors will review the current portfolio mix at least annually and this Investment Policy shall also be reviewed at least once every three (3) years to ensure consistency with the overall objectives of the preservation of capital, liquidity and return of the investment portfolio. The Investment Policy shall also be reviewed to ensure its compliance and relevance to the current law, financial and economic trends, and to meet the cash flow requirements of NACAS West. Interest from investment will be reviewed and discussed at the summer board retreat on how it should be allocated moving forward.

Regional Committees

Reports

It is NACAS West policy that each Committee Chair submits a written report to the President 30 days prior to the Annual Regional business meeting. Reports shall be presented to the membership at the Annual Regional business meeting.

Administrative Procedure

Administered by the Secretary

Committee Guidelines – Appointment, Length of Service, Meetings

It is the policy of the NACAS West Board that established guidelines will be followed when approving regional committee assignments.

The Chair of each regional committee shall be the regional representative to the National committee where appropriate.

Chairs are appointed for the length of time they are on the National committee and may be reappointed for two more years of service, up to a maximum of four years with the exception of the region and Nominating committee chair.

The regional Nominating committee chair shall serve only one year.

A West Board of Director Coordinator shall serve as liaison to the Board on each committee.

Committees shall meet formally at the Annual Regional conference and C3X. All other business shall be conducted by email, telephone or video conference.

Annual Regional Conference

The committee will consist of the President, the Past President, the Vice President, the Regional Conference Coordinator, the Treasurer, the Business Partner Coordinator, the Communications and Marketing Coordinator, the Professional Development Coordinator, and the host city representatives. Subcommittees will be formed as needed.

The Past President will serve as the annual conference chair and the Regional Conference Coordinator will serve as the chair or co-chair of the host committee. The Board will provide final approval of program plans for the annual meeting.

Nominating

The regional Nominating Committee shall be composed of the Past President, the President, and the Vice President as Chair.

The regional Nominating Committee shall submit to the Board a slate of candidates for approval by the April NACAS West board meeting and/or by at least 60 days prior to the Annual Regional Conference. The slate of candidates will be sent to the West Region membership at least 30 days prior to the Annual Regional Conference. At the Annual Regional Conference, there will be an election by the membership.

Administrative Procedure

Administered by the Vice President as Nominating Committee Chair

- a. The Chair of the Nominating Committee shall publish by email to members in good standing, no later than February 1st, an announcement calling for nominations for the open positions. Please refer to the Bylaws for terms of office for each position.
- b. The Chair shall provide each committee member with a complete list of nominees on or before the first Friday in March. A Nominating Committee meeting or conference call must be held no later than March 30th to review the nominations.
- c. If there is more than one qualified candidate for each open position, the Committee shall vote on the candidates for each open position, either via email or conference or video call. Upon selection of one qualified candidate for each open position, the Chair shall contact each candidate to determine willingness and ability to accept the nomination.
- d. The Chair shall submit to the Board a slate of candidates at least 60 days prior to the Annual Regional Conference and/or no later than the April West Region board meeting.
- e. Upon receiving the slate from the Nominating Committee, the Board of Directors must vote to accept or reject it. If the vote is negative, the Board must state the reason for the rejection and return it to the Nominating Committee for further deliberation.
 - a. Failure to resolve the issue shall be cause for the President to appoint a Special Committee comprised of one Board member not on the Nominating Committee or directly involved in the issue; one member

of the Nominating Committee; and one Coordinator.

- b. The decision of the Special Committee shall be final.
- f. The approved slate of candidates must be sent to the NACAS West membership no later than 30 days prior to the Annual Regional Conference.
- g. At the Annual Regional Conference business meeting, the Chair of the Nominating Committee shall present the slate and provide an opportunity for nominations from the floor.
- h. The Chair of the Nominating Committee shall conduct the election at the Annual Regional Conference business meeting and be responsible for certifying the election results and announcing the winners.