



PACIFIC NORTHWEST ASSOCIATION
FOR COLLEGE ADMISSION COUNSELING

Policies and Procedures Manual

PACIFIC NORTHWEST ASSOCIATION
FOR COLLEGE ADMISSIONS COUNSELING

Adopted May 25, 2025

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Governing Documents

The Pacific Northwest Association for College Admission Counseling (PNACAC), is governed by the following documents:

- Articles of Incorporation
- Bylaws
- Policies and Procedures Manual
- Strategic Plan
- Mission Statement
- Vision Statement
- Inclusion Statement
- National Association for College Admission Counseling (NACAC) Affiliate Agreement

Articles of Incorporation & Bylaws

PNACAC's Bylaws and the Articles of Incorporation are the legally governing documents for our nonprofit organization. They are the official documents of the existence of PNACAC.

The Articles of Incorporation are filed annually with the State of Washington to establish the organization as a legal entity.

The original Constitution and Bylaws were created when the organization was established. They were adopted by the membership on May 8, 1965. After thirty-three amendments to the original Constitution and Bylaws over the course of fifty-five years, the Bylaws (sans Constitution) were rewritten, reviewed by legal counsel and adopted by a vote of the membership on October 1, 2020. Revisions to the Bylaws must be approved by the membership as outlined in Article VIII, Section 1, unless non-substantive (Section 2) or under duress (Section 3).

The Bylaws guide the actions and decisions of the Officers and Executive Board by delineating the rights and responsibilities of members and the Association's elected leadership. They are helpful in preventing or resolving conflicts and disagreements, and are designed to protect the organization from potential liabilities by clearly outlining authority levels, rights, and expectations.

If the Executive Board fails to follow the Bylaws, it can be held liable for breaching their duty to the nonprofit organization under State of Washington law per our Articles of Incorporation.

Policies and Procedures Manual

PNACAC's Policies and Procedures Manual (PPM) provides details about the operation of the Association to provide consistency and direction for an ever changing Executive Board. The PPM includes roles and responsibilities for Officers, Committee Chairs, and Committee Members, fiscal policies, membership policies and more. Revisions to the PPM must be approved by the Executive Board by a majority vote.

Strategic Plan

The strategic plan ensures that the Executive Board continues to represent the needs of the Association by outlining themes and goals. The *strategies* are fluid, implemented by the Board through its ongoing work. PNACAC's first five-year strategic plan was created in 2017 by the Executive Board and representatives from the membership to provide an overarching path forward for the Association. In 2020, a committee reviewed and revised the plan for a five year period. In 2025, a consultant was hired to help a committee design the plan, which covers a three-year period.

Mission Statement

The Executive Board adopted the following mission statement on July 30, 2015:

The Pacific Northwest Association for College Admission Counseling (PNACAC) promotes ethical standards and provides resources through its members to guide and empower students as they prepare for college admission.

Vision Statement

The Executive Board adopted the following vision statement on August 8, 2013:

Every student in the Pacific Northwest has access to informed, engaged, and ethical college admission counseling professionals.

Inclusion Statement

The PNACAC Executive Board, including its Officers, Committee Chairs and Ex-Officio members will strive to achieve balanced representation on all facets of the Association, including, but not limited to:

- Executive Board Positions;
- Committee Members;
- Award and Scholarship Recipients; and,
- Programs serving members and students.

Balanced representation includes consideration of:

- Secondary, including independent educational consultants and community-based organizations, and post-secondary, including two- and four-year educational institutions;
- Public and independent educational institutions and other organizations;
- Individual identities, including race, ethnicity, sex, gender identity, socio-economic background, educational background;
- Geography, including our five member states, (Alaska, Idaho, Montana, Oregon and Washington), as well as urban, suburban and rural locations; and,
- Experience within the profession.

NACAC Affiliate Agreement

As an affiliate of the National Association for College Admission Counseling (NACAC), PNACAC also abides by the affiliate policies and agreement signed annually.

Governance

Executive Board

Article II of the PNACAC Bylaws outlines the powers, eligibility, composition (including of voting and non-voting members), election/term, meetings, voting, duties and resignation and removal/vacancies of the Executive Board.

All members of the Executive Board, including Officers and Committee Chairs are expected to:

- Act as a voting member;
- Be knowledgeable about the mission of PNACAC and NACAC;
- Review and understand the PNACAC Bylaws, Policy and Procedure Manual (PPM), budget, and programs;
- Attend and participate in all meetings of the Executive Board and Membership; and,
- Fulfill the responsibilities outlined under their role as specified within the PPM.

Ex-Officio members are expected to:

- Be knowledgeable about the mission of PNACAC and NACAC;
- Review and understand the PNACAC Bylaws, Policy and Procedure Manual (PPM), budget, and programs;
- Attend and participate in meetings of the Executive Board and Membership when possible; and,
- Fulfill the responsibilities outlined under their role as specified within the PPM.

All voting Officer and Executive Board positions are three year terms (unless fulfilling a vacancy) beginning on July 1 and ending on June 30, in alignment with the Association's fiscal year.

Ex-officio members' terms vary pending the position.

Nominations & Vacancies

Nominations Committee

Article III, Section 4 of the PNACAC Bylaws outlines the nomination process.

Additional recommended procedures:

- Twelve months out
 - Identify and work with departing board members to recruit successors.
- Nine months out
 - Begin communication with membership regarding open positions and timeline for application.
 - Nominations can be from former and current board members, association members or self-nomination.
- Six months out
 - Begin accepting nominations and schedule time for the committee to review applications, including to ensure applicants are eligible for position and are active members of the association, and NACAC, as necessary.
- Three months out
 - Finalize slate of candidates, contact candidates and prepare for announcement to and vote by the membership.
 - The vote is a simple majority of eligible members on a single slate.

Vacancies

The procedures regarding vacancies, resignation and removal are outlined in the PNACAC Bylaws as follows:

- Article II, Section 8: Executive Board Resignation and Removal; Vacancies
- Article III, Section 6: President and Other Officer Vacancies
- Article III, Section 7: Officer Resignation and Removal

In addition to the relevant information from the Bylaws, Officers, Committee Chairs and Ex-Officio Members are also guided by:

If a board member's employer (either continued or new) is no longer a member, is ineligible to join in a qualified category or is unwilling to join in a qualified category, the board member has sixty days to vacate their position.

Board members in the process of seeking employment that will or may result in their resignation are requested to notify the President at the earliest possible time to aid in the recruitment of a replacement and ease the transition.

Officer Positions

Article III of the PNACAC Bylaws outlines the officers, duties, qualifications, term, nominations, annual election, vacancies and resignation/removal of the Officers. In addition to the duties listed in the Bylaws, the officers also have the following responsibilities:

President

Responsibilities from the Bylaws:

- Preside over the Executive Board.
- Preside at meetings of the Association and prepare the membership meeting agenda.
- Appoint any ad-hoc committees deemed advisable by the Executive Board.
- Serve as an ex-officio member of all committees.
- Serve on the Finance Committee.

Additional Responsibilities:

- Serve as the chief spokesperson for PNACAC.
- Serve as the liaison to NACAC.
- Assume all other duties as required.

President-Elect

Responsibilities from the Bylaws:

- Serve as chair of the annual Association conference.
- Serve on the Finance Committee.

Additional Responsibilities:

- Assume all other duties as required.

Immediate Past-President

Responsibilities from the Bylaws:

- Preside at any meetings of the Association in the absence of the President.
- Assemble a Nominations Committee and serve as its chairperson.
- Monitor compliance with NACAC governing documents.
- Serve on the Finance Committee.
- Serve as liaison to NACAC Admissions Practices Committee.
 - Respond to member inquiries regarding GEPCA best practices.
 - Review appeals of College Fair Eligibility brought by organizations seeking to participate in PNACAC events.

Additional Responsibilities:

- Assume presidency when needed.
- Serve as trainer of new affiliate Executive Board members and president.
- Assume all other duties as assigned by the president.

Secretary

Responsibilities from the Bylaws:

- Be responsible for the minutes of all meetings.
- Be responsible for the distribution of all necessary notices.
- Serve as historian to maintain and update Association historical records.

Additional Responsibilities:

- Assume all other duties as assigned by the president.

Treasurer

Responsibilities from the Bylaws:

- Keep up-to-date financial records for the Association.
- Chair the Finance Committee and prepare the annual budget.

Additional Responsibilities:

- Serve as an authorizing signatory on all bank accounts.
- Review, reject, or approve all invoices, reimbursements, and check requests
- Manage invoices and payments of the Association in coordination with Executive Assistant and contracted accountant/bookkeeper, including reconciliation of accounts.
- Report financial status at annual Association meetings and quarterly Executive Board meetings.
- Assume all other duties as assigned by the president.

Treasurer-Elect

Responsibilities from the Bylaws:

- Serve as a signer for organizational funds.
- Serve on the Finance Committee.

Additional Responsibilities:

- Take and distribute minutes of Finance Committee meetings.
- Monitor the Association bank accounts.
- Once per month, select three bank transactions and ask the treasurer for supporting documentation.
- Serve on the annual conference planning committee to manage the conference budget.
- Assume all other duties as assigned by the treasurer.

Past-Treasurer

Responsibilities from the Bylaws:

- Review prepared reports for the Internal Revenue Service, ensures articles of incorporation are maintained and the Association is compliant with state and federal governments.
- Ensure Association insurance is secured and maintained.

- With Association President, conduct annual review of duties assigned to Executive Assistant, Conference and Events Coordinator and accountant/bookkeeper in support of Association finances.
- Serve on the Finance Committee.

Additional Responsibilities:

- Ensure financial documentation is updated annually, including Financial Policies of the PPM.
- Approve reimbursement requests of the treasurer.
- Serve as a signatory (non-authorizing) on all bank accounts.
- Coordinate the transition in bank account signatories at the end of each fiscal year.
- Assume the role of treasurer should the treasurer be unfit to serve.
- Assume all other duties as assigned by the treasurer.

Committees

Article IV of the PNACAC Bylaws outline our standing committees, the selection of committee chairs, and other details regarding their role.

The President may appoint additional ad-hoc committees as necessary (Bylaws, Article III, Section 1, a):

Other standing committees exist as follows:

Committee: Finance

Chaired by: Treasurer

Members: President, Immediate Past President, President Elect, Immediate Past Treasurer, Treasurer Elect, Executive Assistant

Purpose: Review fiscal policy, income and expenses

Committee: Nominations

Chaired by: Immediate Past-President

Members: Appointed annually and to include two recent and active past-presidents

Purpose: Review applications for and nominate members to officer and board positions

Committees are chaired by an elected member of the association and should include members with expertise and experience to the issues and programs of the relevant committee. Committees study, deliberate, discuss, meet, and recommend and implement programs, services, publications, and research to achieve the organization's goals.

Committee Chair Responsibilities

- Attend all Executive Board meetings.
- Recruit and maintain a committee, or sub-committees, to assist in the implementation of relevant programs, including by following up on inquiries from prospective committee members.
- With input from the Executive Board and committee members and in consideration of the Strategic Plan, develop an annual set of objectives.
- Provide updates to the Presidents, Executive Board and membership regarding committee activities, including via Association membership notices and at membership meetings.
- In consultation with the Treasurer, stay apprised of committee expenses in the current fiscal year and submit a proposed budget for the upcoming fiscal year.
- Maintain all necessary records in accordance with association policy.

Ex-Officio Members

There are currently three segments of ex-officio, non-voting, board members (Bylaws, Article II, Section 3, b):

- Those serving in any capacity at the National ACAC level
- Those serving as National College Fair chairpersons
- Those appointed by the President and approved by the Executive Board

Ex-officio members are invited to attend all Executive Board meetings to contribute their knowledge and experience to ongoing discussions regarding Association business.

Duties of members serving at the national ACAC level or as National College Fair chairpersons are outlined by NACAC.

Conference & Events Coordinator

Job Description

Job Title: Conference & Events Coordinator

Reports To: President

Effective Date: September 26, 2018

Job Summary:

The Conference and Events Coordinator, an ex-officio member of the board, reports to the President and serves the Association with planning and executing administrative tasks related to the Annual Conference, professional development programming and Executive Board meetings.

Duties/Responsibilities:

- Assist the president-elect, president and past-president with event planning details and logistics for Executive Board retreats and meetings and Membership meetings
- Aid in the promotion, selection and vetting of potential sites that may serve as hosts for events and programs
- Identify venues that may be able to offer in-kind spaces/services to help reduce the costs of events, and savings for members
- Manage records of events, including, but not limited to timelines, communications and budget
- Serve or co-chair the Annual Conference planning committee

Required Skills/Abilities:

- Be a, or be eligible to become a, member of the Pacific Northwest Association for College Admission Counseling (PNACAC) and the National Association for College Admission Counseling (NACAC)
- Experience planning major events of various sizes and duration (example, the Annual Conference has an expected attendance of 300-400 individuals)
- Experience on PNACAC, or similar organizations, conference planning committees or professional development programs
- Understanding of program budgets, venue contracts and agreements
- Proficiency with Google Workspace
- Effective oral and written communication and interpersonal skills
- Attention to detail, including with financial records
- Ability to maintain confidentiality
- Commitment to the association mission and vision statements

As an ex-officio member of the board, the position is appointed on an annual basis by the President and approved by simple majority by the Executive Board. The position is compensated.

Executive Assistant

Job Description

Job Title: Executive Assistant

Reports To: President

Effective Date: May 24, 2022

Job Summary:

The Executive Assistant, an independent contractor, reports to the President and serves the Officers, Executive Board, and members of PNACAC with administrative tasks related to records, financial management, website maintenance, communication and event planning and registration.

Duties/Responsibilities:

Officers & Executive Board

- Provide administrative support to Officers and members of the Executive Board
- Assist with the onboarding of new Executive Board members
- Facilitate purchases, including, but not limited to, event materials, organizational supplies, recognition awards

Treasurer

- Maintain financial records for payments/refunds, including checks and credit cards, using online systems (MemberClicks and Quickbooks)
- Audit issues related to invoices, payments and account reconciliation
- Prepare tax and financial documents for authorization by the Treasurer (W9's, etc)
- Maintain active policy and serve as liaison to Association insurance provider
 - Request and manage the certificate of insurance for event venues, including college fairs
- Maintain incorporation records

Secretary

- Maintain incorporation documents with Washington Secretary of State
- Support document retention policy and Google Drive organization

Standing Committees - All tasks are to be completed in coordination with the Committee Chair(s)

Communications

- Coordinate electronic communication to members, prospective members, event attendees, program exhibitors
- Maintain email distribution lists by cohort

Information & Technology

- Manage PNACAC website, including content, calendar of PNACAC and affiliated organization events
- Serve as point of contact for website user and access concerns
- Serve as liaison with third party vendors, such as MemberClicks, Quickbooks, MailChimp, Register.com (PNACAC website domain), college fair scanning
- Maintain job board
- Coordinate all forms, including to update, provide access to and distribute information collected from/to necessary parties. Examples include, but are not limited to, annual conference site request for proposals, annual conference registration and related events, annual conference session proposals, annual conference vendor/exhibitor sponsorship, awards and recognition nomination, board service nomination, college fair exhibitor registration, membership application and renewal, professional development event registration, member scholarship application.
- Administer Google Drive access for Officers, Executive Board, and Committee Members group email lists as necessary to Google Drive

Membership

- Audit membership database
- Prepare monthly membership report and roster

Professional Development

- Maintain ability to offer clock hours (or equivalent) with member states or other granting organizations
- Maintain ability to offer continuing education credits through an accredited institution of higher education, preferably a member organization

Other Organizational Support

- Attend all Executive Board, including annual retreat, and Membership Meetings
- Attend standing, conference and ad-hoc committee meetings as necessary to assist with program implementation
- Attend PNACAC Annual Conference and National Association for College Admission Counseling (NACAC) Annual Conference
- Maintain correspondence with Officers, Executive Board, Members and prospective members
- Maintain organizational post office box
- Other duties as assigned

NACAC

- Serve as liaison and maintain records with National Association for College Admission Counseling (NACAC)
- Participate in programs with affiliate counterparts

Required Skills/Abilities:

- Proficiency with Google Workspace, content management systems/web-based membership management software (preferably MemberClicks), electronic communications programs (preferably MailChimp), and web-based accounting software (preferably Quickbooks)
- Effective oral and written communication and interpersonal skills
- Attention to detail, including with financial records
- Ability to maintain confidentiality
- Commitment to the association mission and vision statements

Preferred Skills/Abilities:

Experience or understanding of college admission counseling gained through past experience working as a college/university admission officer, secondary school counselor/college advisor, independent educational consultant or similar.

Education and Experience:

Bachelor's degree or significant related experience in a role related to school counseling, college admission/administration or non-profit.

Physical Requirements/Working Conditions:

- Must be able to work remotely and independently with minimal supervision averaging 20 hours per week for the duration of the renewable annual contract. The association does not have a physical office space.
- Working hours are flexible to accommodate the individual's schedule, but some evening/weekend hours and travel are required.
- Must have a valid driver license with a good record and access to transportation and be able and willing to travel via plane and other common modes of transportation, including for day and overnight Association business.
- Must be able to lift materials weighing up to 40 pounds.

As an independent contractor, this position is paid a set amount divided over 12 months. This position is not eligible for benefits or overtime pay. The annual contract is renewable.

Awards and Recognition

The Awards and Recognition Committee oversees the nominations and awards process for PNACAC's professional recognition awards and student scholarships.

The professional recognition awards honor exemplary members and organizations in their service to the profession and students.

The student scholarships, funded through donations and Association funds, provide funding to students planning to attend a regionally accredited college or university.

Chair Responsibilities

- Maintain committee budget and propose changes during budget proposal period.
- Recruit and maintain a committee that reflects the diversity of the Association membership and student population we serve to review nominations for both professional recognition awards and student scholarships.
- Promote and solicit nominations for professional recognition awards among membership.
- Promote student scholarships among membership and to students.
- Work with Executive Assistant to launch professional recognition and student scholarship nomination forms via Slate and the PNACAC website..
- Work with Executive Assistant and/or Technology Chair to ensure Committee members have access to professional recognition awards and student scholarship review boards in Slate.
- Finalize selection of recipients of professional recognition awards and student scholarships and send them to the President for final approval.
- Contact student scholarship recipients to request college enrollment information for distribution of scholarship funds. Coordinate payments with the Treasurer. Coordinate certificates with the Communications Chair.
- Contact student scholarship applicants regarding the selection results.
- Coordinate, with Executive Assistant, ordering of plaques for the professional recognition award recipients and outgoing board members.
- Prepare presentation of awards for membership meeting at Annual Conference and coordinate with the communications chair for announcement, including to provide a photo of the recipient, approval from recipient to use photo and bio information in PNACAC communication, including email and website.

Committee Responsibilities

- Attend committee meetings as requested by the Chair.
- Promote and solicit nominations for professional recognition awards among membership.
- Promote student scholarships among membership and to students.
- Review nominations and recommend recipients for professional recognition awards.
- Review applications and recommend recipients for student scholarships.

Committee Events, Programming and Related Policies

- Professional Recognition Awards:
 - Sister Shawn Marie Barry Distinguished Service to Youth Award: Named for Sister Shawn Marie Barry, a long serving college counselor at St. Mary's Academy (Portland, Oregon), this award is given to a secondary school counselor, independent educational consultant or college admission counselor who has a minimum of ten (10) years of experience, including three (3) in their current position. The individual must be currently engaged in counseling and is recognized as "those who have given outstanding and faithful service to youth."
 - Alice Tanka Exemplary Service Award: Named for Alice Tanaka, a founding member of PNACAC, Past-President, long-standing Seattle National College Fair Chair and college counselor. This award is given to a member who has demonstrated outstanding service to students and the organization.
 - Rising Star Award: This award is given to a secondary school or college admission counselor who has been in the profession for five or fewer years and possesses exceptional promise. The award recipient will attend the NACAC Conference and be recognized among the other affiliate recipients.
 - Program of Excellence Award: This award is given to programs/organizations that are unique and provide excellent service to students. Nominees must have been in place for five or fewer years and be replicable by other institutions. The award recipient is nominated for the national award.
 - Excellence in Admission: This award recognizes an outstanding professional who has worked in a college advocacy, counseling, or admission capacity for five or more years. Recipients must have made an impact in the field either through a body of professional or research work, a single significant contribution, or through work or service that demonstrates support of the PNACAC and NACAC mission.
- Student Scholarship:
 - The student scholarship is awarded annually as a one-time award to students planning to attend a regionally accredited college or university.
 - Submissions are due March 15 and recipient announcements are made at the Annual Conference. Student recipients will hear back about their scholarship award by May 1st.
 - Eligibility criteria is as follows:
 - A student who is currently enrolled in a high school or two-year college in the PNACAC region - Alaska, Idaho, Montana, Oregon, or Washington.
 - Grade 12 student: Have an unweighted, cumulative GPA of 3.00 or higher
 - Current two-year college student: Have a 2.75 cumulative GPA or higher
 - Student plans to attend a regionally accredited two- or four-year college or university for the next fall semester.

- Submitted the video essay application by the March 15th deadline at midnight Pacific Time.
- The application process is:
 - Record a video (no more than one minute in length) responding to one of the following prompts:
 - What would you like to be doing in 10 years, and how does college help you get there?
 - How has your college/career counselor, school counselor or advisor helped you (and/or others) in finding the right college fit and what would you like to say to them?
 - Upload your video to YouTube or Vimeo.
 - Fill out the application form and provide the link to your video in the field provided.
- Additional rules regarding the video include;
 - Must be created by an individual student. No joint entries (video created by two or more students) will be considered.
 - Must be no more than one minute in length.
 - Must be submitted by the deadline.
 - Must be hosted on either YouTube or Vimeo.
 - Videos will be judged on message, originality, and focus. Students do not need to be experienced videographers or editors and no fancy camera or special equipment is required.
- New Award Proposals:
 - A new award, changes to eligibility requirements, or student scholarship application processes may be proposed by the Committee, or an individual member/group of members.
 - A written proposal must be submitted to the Executive Board for review and approval.

Communications

The Communications Committee is responsible for development and distribution of information relevant to the mission of the Association, including Association business (such as best practices, elections) and events (including membership meetings, professional development programs, and college fairs).

Chair Responsibilities

- Maintain committee budget and propose changes during budget proposal period.
- Oversee and manage the distribution of communication for the Association, including Officers, Executive Board/Committee Chairs and all other programs, such as the Annual Conference.
- Build, edit, schedule, and send messages through Slate CRM based on established calendar.
- Maintain Slate recipient lists and message templates - including conference template - with the support of the Technology Chair.
- Establish and maintain an annual calendar of communication to coordinate timing of messages across all communication mediums.
- In coordination with the President, make editorial decisions including content messaging, content styling, design and layout.
- Work with the Executive Assistant to maintain contact lists by cohort.
- Coordinate revisions and distribution of print materials, such as college fair promotional posters
- Coordinate social media, including account access and messaging.

Committee Responsibilities

- Under the direction of the Chair, committee members may assist with:
 - Annual Conference promotion, messaging and social media outreach.
 - Association social media outreach and engagement.
 - Email content collection, review, editing.

Committee Events, Programming and Related Policies

PNACAC Logo Use

The following policy was approved by the Executive Board on July 31, 2014:

- The PNACAC logo is owned by the Pacific Northwest Association for College Admission Counseling.
- The PNACAC logo may not be altered in any way by any party beyond the current variations.
- PNACAC members may request electronic versions of the logo from the Association and must adhere to the following rules:

- The official PNACAC logo may be placed next to, but may not be incorporated into any other logo or graphic design.
- The logo's original horizontal-to-vertical proportions should remain intact and the logo's color should not be changed.
- The logo's association title must remain legible.
- When used on websites, the PNACAC logo must be hyperlinked to the PNACAC website homepage.
- Members not using PNACAC's logo are free to include the words "member of PNACAC" in their communications.
- Only current members of PNACAC may state in online, print or other forms of communication or materials that they are members and/or affiliated with PNACAC.

Community College Relations [suspended as of 2024]

The Community College Relations and Transfer Advocacy Committee was created to represent and connect the community college sector of higher education to the rest of the Association membership and advocate on behalf of transfer student needs.

Chair Responsibilities

- Facilitate growth in community college membership.
- Increase awareness of and create new or improve professional development opportunities for community college professionals
- Represent PNACAC in the community college sector and facilitate discussions of transfer advocacy and university partnership.
- Assist with cross promotion of recruitment events that will help connect transfer students with two- and four-year colleges and universities, pending their current educational status and goals.
- Serve as a connection point for community college members and represent their interests to the Executive Board.

Committee Responsibilities

- Promote programs offered by the Association that are relevant to community college professionals.
- Assist in the creation or management of professional development programs for community college professionals.

Committee Events, Programming and Related Policies

In development.

Diversity, Equity, Access & Tribal Relations

The Diversity, Equity & Access Committee is responsible for developing programs to broaden all members' understanding of issues related to diversity, equity and access in the association and college admission counseling. The committee ensures populations that have been historically marginalized in the profession of college admission counseling, the association and access to post-secondary education are represented and provided opportunities to be engaged with in meaningful and relevant ways.

The Tribal Relations Committee was formed in July 2021 for a term of three years to identify opportunities to connect with and serve Tribal Colleges and Universities (TCUs) and secondary schools that primarily serve American Indian, Native and Indigenous students with the mission and programming of the Association. The Pacific Northwest region is home to nine TCUs – more than another other state or regional affiliate, including seven in Montana and one each in Washington and Alaska – yet none are current members of the association. Native, Indigenous and American Indian students have also been historically harmed or intentionally not included by the US educational system from primary to tertiary education. By December 2023, it was charged with determining the future status of the Ad Hoc Committee on Tribal Relations as a permanent committee.

At the approval of a 2025 Bylaw Amendment, the DEA and Tribal Relations committees were combined into one committee, to be led by two co-chairs with staggered terms.

Chair Responsibilities

1. Maintain committee budget and propose changes during budget proposal period.
2. Provide guidance and constructive feedback for the Executive Board to ensure new and continuing programs are inclusive of membership identities and needs.
3. Collaborate with Presidents and Executive Board members to ensure programming related to diversity, equity, access, inclusion and anti-racist practices are offered through conference programming, and ongoing professional development events.
4. Serve on, or designate a committee member to serve on, the annual conference committee with a focus on educational sessions/programming, including identity-based special interest groups and opportunities for reflection.
5. Collaborate with Presidents and Communications Chair on association statements in response to regional or national incidents impacting topics of diversity, equity, and access related to students and members.
6. Manage and review a list of resources available to members related to diversity, equity and access training for both professionals and students.
7. Attend NACAC's Guiding the Way to Inclusion (GWI) program.
8. In coordination with the Professional Scholarships Chair, serve as point person for the management of the NACAC GWI scholarship application and awarding process.
9. Serve on, or designate a committee member to serve on, the Nominations Committee for officer and board service.

10. Consult with the Finance Committee on Executive Board member requests for financial assistance to serve the Association.
11. Examine PNACAC's current relationship with secondary and post-secondary schools, colleges and universities and community-based organizations that primarily serve American Indian, Native and Indigenous students.
 - Outreach to individuals who meet membership requirements to share what PNACAC offers, but also to identify if offerings meet their needs.
 - Share opportunities for new programming or policies that would be more inclusive of identified institutions and professionals with the Executive Board.
12. Collaborate with Presidents to make policy changes.
13. Collaborate with Committee Chairs to create new programming.

Committee Responsibilities

Committee member responsibilities may vary from supporting DEA activities broadly (such as reviewing communications materials or policies) to a specific event (such as developing program content and soliciting presenters for a webinar). Event specific committees will vary based on the annual professional development calendar.

- Attend committee meetings as requested by the Chair.
- Develop a programming timeline to include planning, communication, execution and assessment.
- Develop program content and/or solicit presenters, with special attention to better supporting American Indian, Native and Indigenous professionals.
- Communicate progress, questions or challenges to the Professional Development Co-Chairs.
- Gather data for proposing changes to policy, programming, or bylaws that will improve diversity, equity, and access among members.

Committee Events, Programming and Related Policies

- Regular DEA webinars.
- PNACAC Conference IDEA Workshop or similar DEA-focused session(s).
- Anti-racist resources for Association members.
- Support efforts to increase involvement of BIPOC members in the Association, including on the Executive Board and on committees.
- Participate in program development in support of professional development and advancement of BIPOC members.
- Coordinate with the President to implement annual mandatory anti-racism training for the Executive Board.
- Establish opportunities to center Indigenous identities and communities at annual conferences.
- Manage Tribal College Conference Scholarship in conjunction with the Scholarship Chair.
- Host bi-annual open meetings for PNACAC members to provide updates on the committee and hear feedback and ideas.

- Create resources that can be used by PNACAC members and Native communities to better serve students.
- Identify opportunities to provide educational resources to PNACAC membership.

Professional Scholarships

The committee also collaborates with other association committees to identify, promote and award scholarships for professional development opportunities in a systematic and organized manner.

Chair Responsibilities

- Maintain committee budget and propose changes during budget proposal period.
- Maintain, recommend change, and enforce the professional scholarships process, including scholarships offered, funding sources, timeline, committee members, eligibility, the [Professional Scholarship Recipient Policy](#).
- Collaborate with committee chairs that offer professional scholarships to create and maintain the scholarship application, awarding and reporting process.
 - Professional Scholarships: NACAC Conference Scholarship
 - President-Elect: Annual Conference
 - Diversity, Equity, Access, and Tribal Relations: Guiding the Way to Impact (GWI)
 - Government Relations: Advocacy Day(s)
 - Professional Development: Summer Institute/Middle Management Institute
- Oversee scholarship applications, timeline from promotion to awarding to reporting, scholarship review process and awarding.
- Ensure committee chairs understand the professional scholarship policy and what is and is not covered.
- Collaborate with Technology Chair and Executive Assistant on building/updating the application, review process, and tracking of applicants/recipients.
- Collaborate with the Communications Chair to communicate with scholarship applicants, including non-recipients, the outcome of their application, conditions of the scholarship, scholarship policy agreement and reimbursement process.
- Communicate list of recipients and approved expenses to the Treasurer for reimbursement processing.

Committee Responsibilities

- Attend committee meetings as requested by the Chair.
- Assist with the review of professional scholarship submissions and select the professional scholarship recipients.
- Promote PNACAC professional scholarships to members.
- Encourage PNACAC members to apply for the professional scholarships.

Committee Events, Programming and Related Policies

Professional Scholarships Programming

- NACAC Guiding the Way to Impact (GWI) Scholarship: Scholarship opportunity for PNACAC members to attend the GWI Conference.
- PNACAC Conference Scholarship: Scholarship opportunity to attend the PNACAC annual conference.
- NACAC Conference Scholarship: Scholarship opportunity to attend the NACAC annual conference.
- Middle Management/Summer Institute Scholarship: Scholarship opportunity to attend the MMI/SI conference.

Government Relations

The Government Relations Committee is responsible for effectively representing the best interests of PNACAC members to local, regional and national (in partnership with NACAC) legislators.

PNACAC's government relations effort is threefold: monitoring federal and state legislation that affects admission and counseling professionals and the students they serve; coordinating with NACAC in providing analysis and guidance to PNACAC members on such legislation; and facilitating communication between PNACAC members and government officials at the federal and state levels. Activities focus on the following issues: access to higher education, affordability of higher education, diversity as a factor in college admission, and support for the professional work of school counselors and admission officers.

The Government Relations Committee, to the extent possible, shall be composed of one PNACAC member from each state in the region acting as liaisons between members from that state and the committee chair.

The Government Relations Committee sets annual goals and objectives to guide these efforts.

Chair Responsibilities

- Maintain committee budget and propose changes during budget proposal period.
- Build an effective Government Relations Committee with the goal of having at least one committee member from each of the PNACAC states (Alaska, Idaho, Montana, Oregon, Washington).
- Maintain contact with state legislators and track bills affecting NACAC and PNACAC priorities when they are introduced into the state legislature. Prepare testimony or comments on pending legislation and regularly report the status of legislation to members.
- Establish a government relations network within PNACAC to create an opportunity for involvement and a telephone/email/letter writing network when it comes time to notify legislators of the Association's stance on a particular issue.
- Maintain a communication network (via email, telephone, letters, newsletter articles, workshop sessions) to inform members of upcoming issues.
- Become knowledgeable about NACAC resources and goals with Advocacy.
- Act as a liaison with NACAC's Advocacy team.

Committee Responsibilities

- Attend committee meetings as requested by the Chair.
- Monitor legislative issues at the state and national level and communicate pertinent information with the Government Relations Chair.
- Coordinate the efforts of the membership to respond to issues.
- Serve as an information source about the high school to college transition for legislators.

Committee Events, Programming and Related Policies

In development.

Information and Technology

The Information and Technology Committee shall be responsible for regular maintenance, evaluation, and improvement of the organization's website and technology applications, as well as ensuring appropriate access to and storage of electronic records.

Chair Responsibilities

- Maintain committee budget and propose changes during budget proposal period.
- Act as an primary administrator of the website and technology applications (i.e., Slate, Google Drive/Apps, Zoom, etc.).
- Collaborate with the Secretary and Treasurer to ensure all official documents, such as Bylaws, Board and Membership Meeting Minutes, IRS documents, etc., are accessible as necessary by federal and state law.
- Collaborate with the Communications Chair to update and maintain PNACAC Communication and Event Form, and manage submissions.
- Coordinate with the Executive Assistant on website updates, including content, job board, access and forms.
- Ensure appropriate access to and secured storage of electronic records.
- Review and recommend the use of new technology platforms as requested by the President or Committee Chairs to improve the efficiency and effectiveness of the Association.

Committee Responsibilities

- Attend committee meetings as requested by the Chair.
- Assist with maintenance, evaluation, and improvement of the organization's website and technology.
- Assume responsibility for technology-related research projects when needed.
- Provide training to the Executive Board and committee chairs on relevant technology applications.

Committee Events, Programming and Related Policies

- Job Board: Organizations may post jobs that may be of interest to Association members through the website job board. Job board rates will be reviewed annually during the summer board retreat, with an eye to keeping them aligned with other affiliates' rates.

Membership

The Membership Committee shall be responsible for the promotion of PNACAC to eligible members and maintaining membership policy.

Chair Responsibilities

- Maintain committee budget and propose changes during budget proposal period.
- Identify and maintain a list of benefits to membership by type and cohort.
- Coordinate with Technology Chair and Executive Assistant on membership applications, PNACAC member portal, and renewal process in Slate.
- Respond to questions regarding membership applications, renewal and policies when elevated from the Executive Assistant.
- Maintain, recommend change and enforce the membership policies including eligibility, requirements, and pricing.
- Present petitions for membership to the Presidential trifecta.
- Collaborate with the Communications Chair on membership communications in Slate, including cultivation of new members and renewal of existing members.
- Maintain accurate membership records in Slate in coordination with the Executive Assistant.
- Report membership data to the Executive Board quarterly and to the Association at Annual Membership Meeting.

Committee Responsibilities

- Assist with the promotion of PNACAC membership.
- Review policies and make recommendations for revision.
- Review petitions for membership.

Committee Events, Programming and Related Policies

Membership Policy

- Annual membership for all members aligns with the Association fiscal year (July 1 to June 30) and is not prorated based on a member's initial application or renewal.
- Eligibility for memberships outlined in the Bylaws, Article I, Sections 1 (Voting), 2 (Associate) and 3 (Honorary).
- Educational institution and organizational membership covers all individuals who work from the same address.
 - Membership for School District (Section 1a3) is intended for central offices, such as an office of college and career readiness that oversees programming for the entire district. It is distinct from primary and secondary schools (Section 1a2) that are intended for individual schools. The membership type as identified in 1a3 does not apply to all school district employees.
- Additional eligibility requirements may be enforced in consultation with and approval by the Executive Board. Current additional eligibility requirements include:
 - Independent Educational Consultants (Section 1c4): Must demonstrate eligibility requirements by providing proof of current membership with the National Association for College Admission Counseling (NACAC), Higher Education

Consultants Association (HECA) or Independent Educational Consultants Association (IECA).

- Not-for-Profit Community-Based Organizations (Section 1b1): May be asked to confirm their not-for-profit status, year of incorporation (minimum three prior years of existence with non-profit status) and explanation of services that are provided to students and/or professionals at no cost. Eligible organizations must also not award diplomas or other credentials.
- Not-for-Profit Organizations (Section 1b2): May be asked to confirm their not-for-profit status, year of incorporation (minimum three prior years of existence with non-profit status) and explanation of services that are provided to students and/or professionals at no cost. Eligible organizations must also not award diplomas or other credentials.
- Past-Presidents (Section 1c8): Past-Presidents who are still actively engaged in the profession, but not currently affiliated with a member institution/organization (voting or non-voting) are granted complimentary membership on an annual basis.
- Honorary Members (Section 3): May be granted if it aligns with and supports the mission of the Association. Honorary membership is approved by a majority vote of the Executive Board on an annual basis.

Membership Dues by Type

Organizational Membership

- Post-secondary institutions:
 - Section 1a1 (in-region): \$110.00
 - Section 2a1 (out-of-region, or candidates for accreditation): \$110.00
 - Section 2a2 (out-of-region) \$110.00
- Primary and secondary schools:
 - Public (Section 1a2, in-region): \$0.00
 - Private/Independent (Section 1a2, in-region): \$60.00
 - *Out of region - ineligible*
- Primary and secondary school districts and university systems (Section 1a3, Section 1c6, Section 1c7, in-region): \$60.00
 - *Out of region - ineligible*
- Not-for-profit community-based organizations
 - Section 1b1 (in-region, state/local level): \$60.00
 - Section 1b2 (in-region, multi-state, national, international level): \$60.00
 - *Out of region - ineligible (unless employs someone in our region, effectively a regional)*
- For-profit organizations (Section 2b1): \$60.00

Individual Membership

- Independent educational consultants (Section 1c4): \$60.00
- Retired persons still actively engaged in the profession (Section 1c5): \$0.00

- Past-Presidents still actively engaged in the profession (Section 1c8): \$0.00
- Individuals employed by non-voting eligible non-member organizations (Section 2c1): \$60.00
- Individuals who provide teaching or training services (Section 2c2): \$60.00
- Students seeking careers in the profession (Section 2c3): \$20.00
- Non-affiliated professionals (Section 2c4): \$60.00
- Individuals employed by NACAC affiliates (Section 2c5): \$60.00

Professional Development Committee

The Professional Development Committee is responsible for developing programs for all member cohorts, including both secondary and post-secondary, and at all levels of knowledge and experience that serve members to progress in their work, stay current in trends and be prepared for the ever-evolving world of college admission counseling.

Co-Chair Responsibilities

- Maintain committee budget and propose changes during budget proposal period.
- Assess the professional development needs and interests of the membership.
- Collaborate with Presidents and Executive Board members to create an annual professional development strategy and calendar. Opportunities for collaboration include:
 - President-Elect (Conference Programming);
 - Community College and Transfer Advocacy;
 - Diversity, Equity and Access;
 - Tribal Relations; and,
 - Government Relations.
- Recommend and develop programs to assist members in their professional growth and development.
- Form committees when necessary to delegate organization of programs while maintaining oversight, including budget.
- Collaborate with Communications and Membership to promote sponsored events within membership and as leverage for new members.
- Serve on, or designate a committee member to serve on, the annual conference committee with focus on educational sessions/programming.
- Work with Executive Assistant and Conference & Events Planner when appropriate for planning and execution of events.
- Coordinate with the Executive Assistant to provide clock hours and continuing education credits.

Committee Responsibilities

Committee/Committee Member Responsibilities may vary from supporting professional development activities broadly (such as preparing communications and promotional materials) to

a specific event. Event specific committees will vary based on the annual professional development calendar.

- Attend committee meetings as requested by the Chair.
- Develop an organizational timeline to include planning, communication, execution and assessment.
- Develop program content and solicit presenters.
- Develop and maintain program budget.
- Communicate progress, questions or challenges to the Professional Development Chair(s).

Committee Events, Programming and Related Policies

- Webinars **based upon survey responses, needs from the membership, etc.
- Summer Institute/Middle Management Institute
- Community College/Transfer-serving institutions (absorbed July 2024)

Regional College Fairs Committee

The Regional College Fair Committee is led by co-chairs and consists of representatives of each regional fair organized by PNACAC. The co-chairs provide oversight and structure to ensure a consistent experience across all events including registration, communication to colleges/universities and attendees. The individual fair chairs provide on-site logistical support and are encouraged to form local committees to support the success of the event.

Participation by colleges and universities is limited to PNACAC member institutions only. Non-eligible organizations may request an eligibility waiver (details below).

Co-Chair Responsibilities

- Maintain committee budget and propose changes during budget proposal period.
- Establish the annual regional college fair calendar in coordination with local fair coordinators and relative to the National College Fair schedule. Other recruitment events should be taken into account to ensure the efficiency for member institutions as they plan recruitment travel.
- Maintain, recommend, change and enforce the college fair policies including eligibility, pricing, exhibitor rules, attendee expectations, bus stipend requests, and promotion of non-PNACAC hosted fairs.
- Review appeals of College Fair Eligibility brought by organizations seeking to participate in PNACAC events in coordination with the President.
- Develop Regional College Fairs Budget
 - Establish revenue projections and budget model based on number of fairs, cost per fair, and expenses, such as facility use, table/chair rentals, refreshments and student scanning
 - Work with on-site coordinators to establish individual fair budgets
 - Review and approve site reimbursement requests prior to submission to Treasurer
 - Manage reimbursement requests for school bus stipends

- Coordinate with the Executive Assistant on the college/university registration process and timeline.
- Collaborate with the Communications Chair on regional college fair promotion, including:
 - Email Communications
 - Date, location and registration process for college/university/organization exhibitors
 - Student scanning registration for secondary school counselors and transfer advisors to share with students
 - Web Content
 - College/university/organization registration process and policies
 - Fair location college/university/organization information and expectations
 - Fair location participant information
 - Virtual Fairs (if offered)
 - Fair platform landing page content
 - Biography and speaker headshots
 - Recruit, train and staff live chat
 - Other
 - Draft and distribute press releases to promote fairs through media
 - Signage to distribute to schools to advertise fairs
- Act as the main point of contact for vendors providing student information scanning at college fairs.
- Act as the main point of contact for college/university participants and secondary school counselors regarding events. Refer questions, as necessary, to Executive Assistant or individual fair coordinators.
- Attend regional college fairs.
- Evaluate individual fairs and recommend changes to on-site coordinators to improve effectiveness for college/university participants and students.
- Meet with on-site coordinators annually to discuss policies, planning and best practices.
- Evaluate and report to the Executive Board possible new college fair sites as recommended by the Executive Board, members or requests regarding partnership.
- Network across regions to encourage schools and districts to consolidate events or participate in PNACAC-sponsored events.

Committee Responsibilities

Under the direction of the Regional Fair College Fair Co-Chairs, the on-site Regional College Fair Coordinators are responsible for:

Under the direction of the Regional Fair College Fair Co-Chairs, the on-site Regional College Fair Coordinators are responsible for:

- Attend committee meetings as requested by the Chair.
- Collaborating with the Regional Fair Co-Chairs to secure a site, negotiate with the site and forward a contract for approval by the President.

- Confirm and provide details regarding the event (directions, parking, and other specific details) to the Regional Fair Co-Chairs for distribution on the website, via email and to attending representatives.
- Work within budget for the event. Unapproved budgets/expenses may not be reimbursed by the Association.
- Submit expense report to the Treasurer for approval.
- Recruit a local committee of volunteers to assist with day-of coordination, (representative hospitality area, set-up/take-down, information/check-in table) as well as publicity with local high schools.
- Consider coordinating college knowledge information sessions to be offered during the event.
- Order representative refreshments as appropriate and within budget for the event.
- Provide post-event feedback regarding areas for improvement in future years.
- Assist in monitoring compliance with PNACAC Exhibitor Guidelines, including alumni representatives.
- Ensure Regional Fair Co-Chairs are kept informed throughout the planning process, event and afterward of any problems or concerns.

Committee Events, Programming and Related Policies

Events

- Fall Fair Locations
 - Mid-Willamette (Eugene, OR)
 - Douglas County (Roseburg, OR)
 - Southern Oregon (Medford/Ashland, OR)
 - Central Oregon (Redmond/Bend, OR)
 - Thurston County (Lacey/Olympia, WA)
 - Pierce County (Tacoma, WA)
 - Yakima, WA (proposed Fall 2023)
- Spring Fair Locations
 - Seattle, WA
 - Portland, OR
 - Boise, ID
 - Spokane, WA

Policies

- Exhibitor Guidelines
 - All PNACAC College Fairs adopt the exhibitor guidelines of the National Association for College Admission Counseling, accessed online at <https://www.nacacfairs.org/exhibit/national-college-fairs/exhibitor-guidelines/>.
 - Failure to comply with the exhibitor guidelines may result in the college/university being asked to end participation early or disqualification from future events.
- College Fair Eligibility and Waiver Request

- PNACAC invites any Title IV eligible and regionally-accredited non-profit college, university, other post-secondary institution, or program offering curricular study leading to a degree or diploma to participate in the PNACAC College Fair Program. International non-profit universities that offer academic degrees or diplomas that are sanctioned by the country's Ministry of Higher Education or by US accrediting associations are also eligible to participate. Non-profit, CBO, state or federal grant supported programs with a primary mission of promoting college enrollment and who are approved in advance based on the assessment of the PNACAC College Fair Chair and the PNACAC President may be granted limited participation on a case-by-case and space-available basis. All participating institutions must be members of PNACAC. PNACAC reserves the right to refuse or revoke the registration of any institution or organization.
- An institution that does not meet Eligibility Requirements may appeal for a one-year waiver by contacting the PNACAC Regional College Fair Chairs. Appeals should address the following:
 - Regional accreditation status
 - Transferability of credits to regionally accredited institutions
 - Confirmation that College Scorecard data is correct
 - Letters of support from local school counselors will also be considered
- Appeals are reviewed using the information provided by the institution along with College Scorecard data. The appeal committee consists of the College Fair Chair and the President of PNACAC. Approved institutions are subject to a \$110 processing fee in addition to all college fair registration fees.
- Promotion of Non-PNACAC Events (fairs,etc.)
 - A policy regarding the inclusion of non-PNACAC College Fairs on the PNACAC website college fair calendar needs to be developed per the Strategic Plan.

National College Fairs

The National College Fair Chair and Local Arrangement Committee (LAC) assist NACAC with the advance and on-site coordination of activities related to the National College Fairs. National College Fairs are typically held in the PNACAC region (Boise, Portland, Seattle and Spokane); PNACAC serves as the host for each event.

Chair and Committee Responsibilities

The responsibilities of the National College Fair Local Arrangement Committees, as guided by the National College Fair Chair, are to:

- Determine the hours of the fair.
- Coordinate any information sessions to be offered during the fair.
- Work with the NACAC Operations Manager in ordering refreshments.
- Recruit volunteers to help in the counseling center, information booth, hospitality area, and other areas in need of volunteers.
- Coordinate local publicity for the fair.

- Contact area colleges and universities to encourage registration for the fair.
- Assist with identifying and approaching potential corporate contributors.
- Assist with on-site preparations for the fair.
- Complete final expense reports and a written evaluation at the end of the fair.
- Assist in monitoring alumni representatives.

Committee Events, Programming and Related Policies

The responsibilities of the NACAC staff are to:

- Register exhibitors and assign booth locations.
- Provide a staff liaison to work with the local committee in planning the fair.
- Rent the exhibit facility.
- Select a host hotel for college representatives.
- Work with the convention center and decorating company to coordinate the physical arrangements for the fair.
- Arrange insurance coverage for the event.
- Print posters, newsletters, directories, press releases and other promotional materials.
- Send promotional materials to area high schools and other organizations.
- Arrange on-site medical and security support.
- Identify potential contributors to the National College Fairs program.
- Monitor the participation of alumni representatives.
- Consult with the PNACAC leadership regarding the National College Fairs.

PNACAC Involvement:

- Publicize and promote fair participation at area high schools and school districts.
- Promote the fair to the members of PNACAC.
- Assist NACAC in publicizing the fair through local and area media.
- Maintain close communication between the PNACAC Executive Board and the local arrangements committee.
- Submit and sign an accounting closure statement as soon as possible after the conclusion of the fair by the individual National College Fair chairs. NACAC provides the statement and expense report to the chair each year.
- PNACAC provides a small subsidy to supplement the hospitality costs at the fairs.

Policies

Finance

Financial Responsibility and Accountability

Finance Committee

The Finance Committee is in place to oversee the compliance of fiscal policies and guide the financial direction of the Association. The Finance Committee consists of the following members:

- Treasurer (Chair)
- Treasurer-Elect
- Immediate Past Treasurer
- President
- President-Elect
- Immediate Past President
- Executive Assistant
- Member at large?

All Officers, Board Members, Committee Members, Association members receiving professional development scholarships and individuals acting on behalf or in service of the Association (e.g., conference speakers) are expected to comply with the policies contained below.

Fiscal Year and Budget

Article V, Section 1 of the Bylaws state that the fiscal year shall be from July 1 to June 30.

The Treasurer shall track income and expenditures and provide updates monthly to the Finance Committee, quarterly to the Executive Board and at all membership meetings, including but not limited to at the annual national conference (NACAC) and annual regional conference (PNACAC, including joint/super conferences) per the most recent quarterly report. Reports should include proposed items of income and expenditure for the current year budget, current year estimated year-end actual and prior year actual figures.

An annual budget proposal and approval process is managed by the Treasurer. Each officer and committee chair with budget oversight is responsible for submitting a budget proposal for review by the Finance Committee, approval by the Executive Board and presented to the membership.

Accounts

PNACAC maintains the following accounts:

- Chase
 - Checking (7143): Credit Card, Electronic Payments
 - Checking (7083): Reimbursements, Invoices
 - Total Chase Checking balance should be set at \$200,000 at the opening of each fiscal year.
 - Organizational Savings (set at \$20,000 at the opening of each fiscal year)
- US Bank
 - Non-Profit Checking (3656)
 - Savings (8385)
 - Money Market (3813)
- BECU
 - Reserve Fund (set at \$200,000 every year)
- Ameriprise
 - Certificates of Deposit (CD): Investments

Board Discretionary Fund

Included in the Operations budget is a flexible Board Discretionary Fund. The monies can be used to fund new programs not considered during the budget process, unforeseen expenses or other programs and projects that would benefit the Association and its membership.

Usage may be approved in the following ways:

- Officers: Proposals should be reviewed and approved by the Finance Committee and shared with the Executive Board. Examples could include legal fees in excess of the original budget, professional scholarships for externally-sponsored programs deemed appropriate by the Presidential Trifecta.
- Committee Chairs: Proposals should be reviewed by the Presidential Trifecta and include rationale and amount of funding needed. Proposals will then be reviewed and approved by the Finance Committee and shared with the Executive Board.

Financial Roles and Responsibilities

In addition to the responsibilities listed above (see [Officer Positions](#)), these individuals have the following responsibilities regarding the Association's finances.

Treasurer

Responsibilities from the Bylaws:

- Keep up-to-date financial records for the Association.
- Chair the Finance Committee and prepare the annual budget.

Additional Responsibilities:

- Serves as an authorizing signatory on all bank accounts.
- Reviews, rejects, or approves all invoices, reimbursements, and check requests.

- Manages invoices and payments of the Association in coordination with Executive Assistant and contracted accountant/bookkeeper, including reconciliation of accounts.
- Reports financial status at annual Association meetings and quarterly Executive Board meetings.
- Assumes all other duties as assigned by the president.

Treasurer-Elect

Responsibilities from the Bylaws:

- Serve as a signer for organizational funds.
- Serve on the Finance Committee.

Additional Responsibilities:

- Takes and distributes minutes of Finance Committee meetings.
- Monitors the Association bank accounts.
- Once per month, selects three bank transactions and asks the treasurer for supporting documentation.
- Serves on the annual Conference Planning Committee and manages conference budget.
- Assumes all other duties as assigned by the treasurer.

Past-Treasurer

Responsibilities from the Bylaws:

- Reviews prepared reports for the Internal Revenue Service, ensures articles of incorporation are maintained and the Association is compliant with state and federal governments.
- Ensures Association insurance is secured and maintained.
- With Association Past-President, conduct annual review of duties assigned to Executive Assistant and accountant/bookkeeper in support of Association finances.
- Serve on the Finance Committee.

Additional Responsibilities:

- Ensures financial documentation is updated annually, including Financial Policies of the Policies and Procedures Manual.
- Approves reimbursement requests of the treasurer.
- Serves as a signatory on all bank accounts.
- Coordinates the transition in bank account signatories at the end of each fiscal year.
- Assumes the role of treasurer should the treasurer be unfit to serve.
- Assumes all other duties as assigned by the treasurer.

Executive Assistant

Responsibilities Delegated by President/Treasurer:

- Collect membership dues and any special assessments.
- Make deposits.
- Manages invoices and payments of the Association in coordination with contracted accountant/bookkeeper, including reconciliation of accounts.

- Under direction of the Past-Treasurer, prepare reports for the Internal Revenue Service, renew articles of incorporation, and maintain compliance with state and federal governments.
- Renew and monitor insurance for the Association and its officers.
- Facilitate purchases, including, but not limited to, event materials, organizational supplies, recognition awards
- Maintain financial records for payments/refunds, including checks and credit cards, using PNACAC online financial systems.
- Audit issues related to invoices, payments and account reconciliation
- Prepare tax and financial documents for authorization by the Treasurer (W9's, etc)
- Maintain active policy and serve as liaison to Association insurance provider
 - Request and manage the certificate of insurance for event venues, including college fairs
- Maintain incorporation records

Conference and Events Coordinator

Responsibilities Delegated by President/Treasurer:

- Collaborate on the financial implications of site selection for, Executive Board meetings, and other PNACAC events requiring in person facilities
- Manages invoices and payments related to PNACAC events in coordination with Treasurer and Presidential Trifectas

Contracted Accountant/Bookkeeper

Responsibilities Delegated by President/Treasurer:

- Manages invoices and payments of the Association in coordination with Executive Assistant, including reconciliation of accounts.
- Makes and processes payments twice per month.
- Updates accounting software (Quickbooks) monthly.

Expenditures

All funds are managed through accounts controlled by the Treasurer in consultation with the Finance Committee and Executive Board.

- Checks/reimbursements are authorized and signed by the Treasurer under the supervision of the President. In absence of the Treasurer, or when the Treasurer is the recipient, the Past-Treasurer will authorize and sign the check/reimbursement.
- Expenditures included in the budget and \$500 or less may be purchased without prior Treasurer approval. Reimbursements must be requested within 30 days of the invoice/expense date.
- Expenditures not included in the budget or more than \$500 must be submitted to the Treasurer for approval in advance of the expenditure. Requests should be submitted to the Treasurer at least 30 days in advance of the purchase.

- Budgets for individual programs should be submitted to the Finance Committee for review and approval as part of the program planning process. Budgets should include details regarding expected income, use of PNACAC funds for scholarships and expected expenses. Once approved, included expenditures can be made without additional approval unless the amount or purpose changes.
- Bills, invoices and expense reports must be submitted to the Treasurer.

Asset Distribution and Investment Policy

Section 1: Purpose and Scope

The PNACAC Investment Fund (hereinafter referred to as the “Fund”) was created to provide supplemental financial support to PNACAC and to account for years in which the budget operates at a surplus, thus giving the Executive Board more discretion to grow sustainable and endowed sources of income. The purpose of this investment policy statement is to establish guidelines for the Fund’s investment portfolio (the “Portfolio”). The statement also incorporates accountability standards that will be used for monitoring the progress of the Portfolio’s investment program and for evaluating the contributions of the committee tasked with the Fund’s stewardship.

Section 2: Definition of Duties

The Finance Committee (the “Committee”) and Treasurer-trifecta are acting in a fiduciary capacity with respect to the Portfolio, and are accountable to the Executive Board of PNACAC, for overseeing the investment of all assets owned by, or held in trust for, the Portfolio.

A. This investment policy statement sets forth the investment objectives, distribution policies, and investment guidelines that govern the activities of the Committee and any other parties to whom the Committee has delegated investment management responsibility for Portfolio assets.

B. The investment policies for the Fund contained herein have been formulated consistent with PNACAC’s anticipated financial needs and in consideration of PNACAC’s tolerance for assuming investment and financial risk, as reflected in the majority opinion of the Committee.

C. Policies contained in this statement are intended to provide guidelines, where necessary, for ensuring that the Portfolio’s investments are managed consistent with the short-term and long-term financial goals of the Fund. At the same time, they are intended to provide for sufficient investment flexibility in the face of changes in capital market conditions and in the financial circumstances of PNACAC.

D. The Committee will review this investment policy statement at least once per year. Changes to this investment policy statement can be made only by affirmation of a majority of the Committee, and written confirmation of the changes will be provided to all Committee members and to any other parties tasked with oversight of the Portfolio as soon thereafter as is practical.

Section 3: Objective and Spending Policy

- A.** The Fund is to be invested with the objective of preserving the long-term, real purchasing power of assets while providing a relatively predictable and growing stream of annual distributions in support of PNACAC.
- B.** For the purpose of making distributions, the Fund shall make use of a total-return-based spending policy, meaning that it will fund distributions from net investment income, net realized capital gains, and proceeds from the sale of investments.
- C.** The distribution of Fund assets will be permitted to the extent that such distributions do not exceed a level that would erode the Fund's real assets over time. The Committee will seek to reduce the variability of annual Fund distributions by factoring past spending and Portfolio asset values into its current spending decisions. The Committee will review its spending assumptions annually for the purpose of deciding whether any changes therein necessitate amending the Fund's spending policy, its target asset allocation, or both.
- D.** Periodic cash flow, either into or out of the Portfolio, will be used to better align the investment portfolio to the target asset allocation outlined in the asset allocation policy in Section IV. herein.

Section 4: Asset Allocation Policy

Strategic asset allocation will be the principal method via which a portfolio is designed and its assets invested to achieve the stated objectives over predetermined time horizon(s). It is imperative that nonprofits spend whatever time it takes to clearly define those objectives and to determine which strategic allocation is most appropriate for the organization's needs. In accordance with the objectives statement, the allocation should be based on the applicable investment time horizon and should remain within the limits of acceptable risk. While investors usually acknowledge that assuming some risk can help them achieve their long-term objectives, they should work to understand their true sentiments about risk, both rational and emotional, to limit the potential for regret in their responses to disappointing short-term returns or market volatility. Within the asset allocation framework, asset classes and investment strategies should be selected primarily for the roles they are to play in a total-portfolio context.

- 1.** The Committee recognizes that the strategic allocation of Portfolio assets across broadly defined financial asset and subasset categories with varying degrees of risk, return, and return correlation will be the most significant determinant of long-term investment returns and Portfolio asset value stability.
- 2.** The Committee expects that actual returns and return volatility may vary from expectations and return objectives across short periods of time. While the Committee wishes to retain flexibility with respect to making periodic changes to the Portfolio's asset allocation, it expects to do so only in the event of material changes to the Fund, to the assumptions underlying Fund spending policies, and/or to the capital markets and asset classes in which the Portfolio invests.
- 3.** The Committee is tasked with eventually developing an outline for strategic asset allocation guidelines determined to be most appropriate given the Fund's long-term objectives and short-term constraints. Portfolio assets will, under normal circumstances, be allocated across broad asset and subasset classes. A balanced portfolio will be composed of two major components: an equity portion and a fixed income portion. The expected role of

equity investments will be to maximize the long term real growth of Portfolio assets, while the role of fixed income investments will be to generate current income, provide for more stable periodic returns, and provide some protection against a prolonged decline in the market value of equity investments.

Section 5: Diversification Policy

1. Diversification across and within asset classes is the primary means by which the Committee expects the Portfolio to avoid undue risk of large losses over long time periods. To protect the Portfolio against unfavorable outcomes within an asset class due to the assumption of large risks, the Committee will take reasonable precautions to avoid excessive investment concentrations. Specifically, the following guidelines will be in place:

a) With the exception of fixed income investments explicitly guaranteed by the U.S. government, no single investment security shall represent more than 5% of total Portfolio assets.

b) With the exception of passively managed investment vehicles seeking to match the returns on a broadly diversified market index, no single investment pool or investment company (mutual fund) shall comprise more than 20% of total Portfolio assets.

c) With respect to fixed income investments, the Portfolio may not allocate more than 10% to investments that are below investment grade (Standard & Poor's BBB or Moody's Baa or higher).

Section 6: Rebalancing

It is expected that the Portfolio's actual asset allocation will vary from its target asset allocation as a result of the varying periodic returns earned on its investments in different asset and sub-asset classes. The Portfolio will be rebalanced to its target normal asset allocation under the following procedures:

1. The investment manager will use incoming cash flow (contributions) or outgoing money movements (disbursements) of the Portfolio to realign the current weightings closer to the target weightings for the Portfolio.

2. The investment manager will review the Portfolio semiannually (June 30 and December 31) to determine the deviation from target weightings. During each semiannual review, the following parameter will be applied: - If any asset class (equity or fixed income) within the Portfolio is +/-5 percentage points from its target weighting, the Portfolio will be rebalanced.

3. The investment manager may provide a rebalancing recommendation at any time.

4. The investment manager shall act within a reasonable period of time to evaluate deviation from these ranges.

The language below provides an example of rebalancing policy:

The Committee recognizes that rapid unanticipated market shifts or changes in economic conditions may lead to wide deviations from the Target Allocation and approved ranges. Generally, these divergences should be of a short-term or tactical nature in response to

fluctuating market environments. It is recognized that short-term deviations can also occur from periodic short term impediments imposed by illiquidity of private market investments.

Section 7: Reserves and Liquidity Policy

All decisions relative to the expenditure of institutional funds must assess the uses, benefits, purposes and duration for which the institutional fund was established, and, if relevant, consider the factors:

1. the duration and preservation of the institutional fund;
2. purposes of PNACAC. and the fund;
3. general economic conditions;
4. possible effect of inflation or deflation;
5. expected total return from income and appreciation of investments;
6. other organizational resources;
7. all applicable investment policies; and
8. where appropriate, alternatives to spending from the institutional fund and the possible effects of those alternatives.

For each decision to appropriate organizational funds for expenditure, an appropriate contemporaneous record should be kept and maintained describing the nature and extent of the consideration that the appropriate body gave to each of the stipulated factors.

Each year, PNACAC is authorized (but not obligated to) to withdraw up to 5% of the total market value of the investment account (market value to be determined as of the last business day of the preceding year) for the organization's operating purposes. That spending percentage is applied to the three-year average of the December market value. Using a three-year market value average will help to even out any fluctuations that may occur in the value of the account. The dollar amount and timing of any distribution(s) from the investment account will be left up to the discretion of the Finance Committee.

The Association shall maintain a reserve fund of no less than one year's annual operating expenses. After the approval of the Association budget for the upcoming fiscal year, the Treasurer will determine the total for the Reserve Fund and ensure the amount is held in BECU Reserve Fund account. The guideline for calculating Annual operating expenses for the purpose of setting a reserve fund amount includes:

- Essential Expenses:
 - Operations
 - Legal Services
 - Fiscal Services (Accountant, Tax Preparation, Payment Processing, Account Management Software)
 - Association Insurance
 - Association License/Permit Fees

- Technology Services, including Website Hosting, Membership Management Software, Communication Tools (Email, Video Conferencing)
- Variable Expenses:
 - Executive Assistant
 - Conferences and Events Coordinator
 - Annual Conference, as it pertains to income generation
 - Regional College Fairs, as they pertain to income generation
 - Professional Development Programs, as they pertain to income generation
- Non-Essential Expenses:
 - Awards and Recognition, including Student Scholarship
 - Professional Development Scholarship Funding, including national and regional programs such as GWI, NACAC Conference, Summer Institute/Middle Management Institute, PNACAC Conference
 - Executive Board Support, including travel, board and membership meeting facilities and catering
 - Conference and Events Coordinator Support
 -
 - Membership
 - Other Committees

An annual survey of savings interest rates should be conducted at the end of each fiscal year to ensure that the Reserve Fund, while the fund will remain liquid, is housed in a savings account with the best interest rate available. National online banks such as Ally and PNC often offer very competitive savings interest rates. In order to consider moving the Reserve Fund to another bank, the interest rate benefit should be considerable, at least a point better.

Section 8: Surplus Funds

The Treasurer will report to the Finance Committee Surplus Funds generated from the most recent fiscal year once all income and expenses are accounted for and the fiscal year has closed.

If either the Organizational Savings or Reserve Fund are not at their prescribed balances, any surplus will be directed to restoring those accounts to their prescribed balances.

If the Organizational Savings and Reserve Fund accounts are both funded at their prescribed balances, the Finance Committee will recommend to the Executive Board a portion of Surplus Funds that should be directed to investment accounts, toward any programs or projects that would benefit the Association and its membership, and/or the Board Discretionary Fund.

Section 9: Risk Management and Monitoring Performance

The Committee will monitor the Portfolio's investment performance against the Portfolio's stated investment objectives. At a frequency to be decided by the Committee, it will formally assess the Portfolio and the performance of its underlying investments as follows:

- A.** The Portfolio's composite investment performance (net of fees) will be judged against the following standards:

- 1.** The Portfolio's absolute long-term real return objective.
- 2.** A composite benchmark consisting of the following unmanaged market indexes weighted according to the expected target asset allocations stipulated by the Portfolio's investment guidelines:
 - a)** U.S. equity: CRSP US Total Market TR USD.
 - b)** Non-U.S. equity: FTSE Global All-Cap ex-US Index
 - c)** Investment Grade fixed income: Bloomberg US Aggregate Float Adjusted Total Return Index
 - d)** Non-Investment Grade fixed income: Bloomberg US Corporate High Yield Total Return Index
 - e)** Cash: Citigroup 3-Month U.S. Treasury Bill Index
- B.** The performance of professional investment managers hired on behalf of the Portfolio will be judged against the following standards:
 - 1.** A market-based index appropriately selected or tailored to the manager's agreed-upon investment objective and the normal investment characteristics of the manager's portfolio.
 - 2.** The performance of other investment managers having similar investment objectives.
- C.** In keeping with the Portfolio's overall long term financial objective, the Committee will evaluate Portfolio and manager performance over a suitably long-term investment horizon, generally across full market cycles or, at a minimum, on a rolling five-year basis.
- D.** Investment reports shall be provided by the investment manager(s) on a (calendar) quarterly basis or as more frequently requested by the Committee. Each investment manager is expected to be available to meet with the Finance Committee once per year to review portfolio structure, strategy, and investment performance.

The Committee recognizes that there are periods when objectives may not be attained, and that during various time periods, certain strategies may result in significant underperformance or outperformance relative to overall market performance.

Portfolio objectives will be monitored quarterly to assist in evaluation of the investment strategies' effectiveness.

At an appropriate time, guidelines around specific risk metrics should be added to this statement for the purposes of measuring and monitoring PNACAC's risk tolerance. Additional detail around risk can also provide guidance to outsourced asset managers in order to manage risk in a manner consistent with the organization's objectives.

Helpful resource on nonprofit investment policies/strategies:

<https://institutional.vanguard.com/ngiam/assets/pdf/servicesSolutions/nonprofit/fulfilling-your-mission.pdf>

Further consultation with [David Aramaki](#), will be incorporated into this policy at a later time.

Fundraising Policy

- General
 - Donations
 - All gifts submitted electronically or by cash/check shall be accepted by the Association regardless of the amount.
 - Checks should be made payable to Pacific Northwest Association for College Admission Counseling. In no event should a check be made payable to an individual who represents PNACAC.
 - Confidentiality
 - All information obtained from or about donors or prospects shall be held in strictest confidence by the Association. Upon the donor's request, the name, amount, or the conditions of any gift shall not be made public.
 - Donor and Prospect Relations
 - The Association shall use discretion in advising donors as to the tax implications of their gift and for federal income tax purposes, and will advise donors and prospects to consult their own tax advisors.
 - Gift Solicitation
 - The solicitation of gifts must be authorized by the President of the Association.
 - Gift Acceptance
 - Gifts can only be accepted for the Association by the President or Fundraising and Professional Scholarships Chair on behalf of the Association. The President and Fundraising and Professional Scholarships Chair will work in partnership with the Fundraising and Professional Scholarships Committee, Finance Committee and PNACAC leadership on the acceptance of gifts.
 - The Association reserves the right to return or refuse gifts based on the assessment of the President and Fundraising and Professional Scholarships Chair.
- Sponsorships
 - Introduction
 - The Pacific Northwest Association for College Admission Counseling (PNACAC) believes it can best fulfill its mission of support to counseling and enrollment professionals as they help all students realize their full educational potential, through the creation of a broad base of financial support from a variety of sources. However, in order to maintain its independence, objectivity and commitment to promoting high professional standards that foster ethical and social responsibility, PNACAC will avoid apparent conflicts of interest where the mission, programs, projects and principles of PNACAC may be compromised.
 - PNACAC is willing to consider partnerships with, and gifts from, the corporate sector. PNACAC recognizes that corporations, as profit-centered organizations, have obligations to their shareholders, boards and employees to be successful. PNACAC also recognizes that companies support the nonprofit sector out of a desire to be helpful and supportive, but also with a sense that there must be some return or benefit to the company.

- Given these realities and both legal and ethical considerations, PNACAC is willing to negotiate partnerships and accept support from the corporate sector in ways that will benefit and recognize the supporting company while enabling PNACAC to better achieve its purpose.
- General Guidelines
 - PNACAC will accept no cash or real property gift, pledge of support, or non-cash gift or services, or enter into any partnership with any company or other organization which produces products or services or takes public positions inconsistent with the policies, positions, and mission of PNACAC.
- Principles
 - PNACAC will at all times remain independent on its positions regarding educational, counseling or enrollment issues.
 - PNACAC will solicit and accept support only for activities that are consistent with its mission.
 - PNACAC will maintain complete control, consistent with any donor restrictions acceptable to PNACAC, of all funds provided by corporations, foundations and individuals.
 - PNACAC will not accept any support which implies or requires endorsement of products or services.
 - Acknowledgements for corporate support will be limited to the company's name, logo or slogan that is an established part of the supporter's identity, trade name, address, telephone number and, if applicable, link to website or social media account.
 - Recognition of major corporate support will be developed in coordination with the donor company and will be consistent with the level of support, type of campaign support is restricted to, and PNACAC's mission and purposes. PNACAC will seek to develop recognition opportunities which are appropriate and meaningful for both the supporting company and PNACAC.
 - PNACAC's intangible assets, including its name, reputation, research and other work, will be protected at all times. Donors will not be permitted to use PNACAC's name or other items for commercial purposes or in connection with the promotion of any product or service.
 - PNACAC reserves the right to refuse any donation of cash or real property, services, non-cash gifts, or any forms of support if such support is not in keeping with the above mentioned principles or for other reasons which PNACAC's executive board deems appropriate.
 - PNACAC will comply with all federal, state and local laws in the conduct of its development activities.
 - PNACAC will respect the confidentiality of information relating to all individual and corporate records.
- Appropriateness of Proposals
 - The President and Development Chair will determine whether proposals for the funding of PNACAC activities provided by external sources (e.g. agencies, associations and organizations, whether not-for-profit, governmental or commercial) are appropriate and whether they conform to the laws, rules and regulations binding the association. The Executive Board of PNACAC shall be informed of such proposals.

Financial Support for Board Members

As a commitment to a well-rounded and representative Executive Board, and recognizing the fiscal limitations of member organizations to support the professional development and engagement with PNACAC, the Association will review and approve requests from Executive Board members to cover the cost of serving on the Executive Board including, but not limited to, NACAC membership fees, conference registration fees, lodging expenses, and travel expenses.

Requests should be made to and will be approved by the Finance Committee.

Prospective Executive Board members should note they may/will seek financial support (including the examples listed above) on their Executive Board application. The Nominations Committee may consider current and possible financial support needs as part of the process to ensure the Association is balancing access and fiscal responsibility.

Current Executive Board members should note new or continued financial support needs as part of the annual budget cycle.

Executive Assistant/Conference and Events Coordinator Pay Review

The Executive Assistant and Conference and Events Coordinator, contract employees of PNACAC, are paid a set fee divided equally over twelve (12) months. As part of the annual budget process, the Finance Committee will review the annual change in cost of living for the metro area the Executive Assistant and Conference and Events Coordinator resides in for consideration of a Cost of Living Adjustment (COLA). As a contract employee who is not subject to annual reviews, this is not a change based on performance, but rather cost of living to keep pace with expected and reasonable pay.

Conflict of Interest Mandatory Disclosure Policy

Officers, Executive Board Members, including Ex-Officio Members, and Contracted Employees are expected to sign a Conflict of Interest Mandatory Disclosure Statement on an annual basis. Signatories of this statement indicate that they will agree to disclose any potential conflicts of interest while serving.

Conflict of Interest Policy

A conflict of interest occurs whenever an individual has a direct or indirect interest, financial or otherwise, in the outcome of any transaction or matter involving the Association. A conflict of interest also occurs whenever an individual has a relationship with other parties to the transaction or matter such that the relationship might reasonably be expected to affect the judgment of the individual in the particular transaction or matter in a manner adverse to PNACAC. This could, but is not limited to, include the implicit or explicit appearance of bias or coercion in the decision making process or a financial or other benefit to the individual's paid employer.

If an individual has a conflict of interest or potential conflict of interest in connection with any Association transaction or matter, they must immediately notify the President and Treasurer, and disclose all the material facts concerning the actual or potential conflict of interest and their relationship to the transaction or matter at issue. The President or Treasurer should notify each other, as well as the individuals in the elect and past roles.

If the conflict of interest arises in the connection with the activities of any deliberative body, including, but not limited to the Executive Board, the Finance Committee, or any established planning committee making a financial decision on behalf of the Association, the individual with the conflict must immediately disclose the conflict to the other members of the body and the individual must not participate in the deliberation, consideration or vote on the transaction or matter at issue. A notation must be made in the minutes of any meeting at which deliberation, consideration or vote on the transaction or matter at issue is undertaken indicating that the individual with a conflict or potential conflict of interest was excused from the meeting during the time that consideration of the transaction or matter was undertaken, took no part in any discussion pertaining to the transaction or matter and refrained from voting on the transaction or matter.

With this adoption by the Executive Board of this policy, the Association has instituted a Mandatory Disclosure Policy under which Officers, each member of the Executive Board, including Ex-Officio, and Contracted Employees will be required, on an annual basis, to sign and submit a Conflict of Interest Mandatory Disclosure Statement to the President.

The President shall be responsible for enforcing the Mandatory Disclosure Policy and shall maintain, with the Secretary, a record of Mandatory Disclosure Statements signed by each Officer, member of the Executive Board, including Ex-Officio, and Contracted Employees

Contracts/Projects

Executive Board members seeking external services must receive multiple project proposals/bids when the total projected cost of the services exceed \$1,000.

Prior to beginning the proposal/bid process, an Officer or Committee Chair shall provide an overview to the Executive Board with rationale for the use of external services, the intended outcome, how it will serve the Association and membership, and how it relates to the current Strategic Plan.

If approved by the Executive Board, the Officer or Committee Chair will draft a formal project proposal and work with one each of the President, President-Elect or Past-President and one each of the Treasurer, Treasurer-Elect or Past-Treasurer.

After the review of proposals, the Officer or Committee Chair will recommend a final service provider to the Finance Committee, which will approve the final contract to be signed by the President or President-Elect.

All contract agreements (legally binding or otherwise) must be signed by the President or President-Elect and should be reviewed by external legal counsel. Committee chairs are not permitted to sign contracts without prior approval from the President. Contracts should include the following clauses:

- **Force Majeure:** relieves parties from performing their contractual obligations when certain circumstances beyond their control arise, making performance inadvisable, commercially impractical, illegal or impossible.
- **Travel Warnings/Restrictions:** notes that in the event the U.S. Department of State, U.S. Centers for Disease Control and Prevention, comparable state or local health authorities in or near the venue's jurisdiction and/or World Health Organization issue travel alerts or warnings recommending against non-essential travel to the venue's location because of, but not limited to, emergency, pandemic or epidemic that the contract should be dissolved and deposits refunded. Should also include a clause that if a minimum percentage of participants have travel restrictions or mandates enforced by their employers preventing them from traveling.
- **Multi-Year and Auto Renewal:** while multi-year contracts may be negotiated to ensure a consistent fee, they must not include auto renewal clauses should be avoided given the consistent rotation of board members that may be unaware of auto renewal during transition periods. Auto renewals (e.g. insurance) that benefit the good functioning of the board may be considered by the Finance Committee.
- **Termination for Convenience:** all contracts PNACAC signs should contain a termination for convenience clause which, with appropriate notice, entitles PNACAC to terminate the agreement for any reason.

Professional Scholarship Recipient Policy

This policy is managed by the Professional Scholarship Committee Chair and approved by the Finance Committee.

- **Acceptance and Transferability:** PNACAC scholarships are non-transferable. Acceptance of a scholarship requires agreement to its terms. Recipients who are unable to utilize an accepted scholarship must notify the Professional Scholarship Committee Chair immediately, in the hopes of re-awarding funds.
- **Registration and Membership:** If registration and/or NACAC membership is included in an award, recipients are required to self-purchase the early bird registration (or use a scholarship code provided) and/or NACAC membership in advance of the event. NACAC event scholarship recipients who are not members of NACAC may register at the non-member rate, provided that rate is lower than the total of a NACAC membership plus member-only registration.
- **Reimbursement Process:** PNACAC will reimburse registration, travel, lodging, and meal per diem related to the scholarship event unless otherwise noted in the terms of the scholarship award. Advanced purchase of registration, membership (if required), and travel

are the responsibility of the scholarship recipient and can be reimbursed prior to the event with appropriate documentation. Recipients should familiarize themselves with [PNACAC Travel and Reimbursement Policy](#), including which items are reimbursable and require receipts. At the conclusion of the event (within 30 days of the last day of travel), recipients must submit a PNACAC Reimbursement Form for any remaining unreimbursed expenses.

**Exceptions to the reimbursement policy will be evaluated upon request.*

- **Cancellations and Penalties:** Refunds or reimbursements will not be given by PNACAC for cancellations. Scholarship recipients are responsible for any late fees and penalties. PNACAC will not reimburse for fees for plane ticket changes.
- **Other:** Other terms, conditions, and restrictions may apply depending on the funding and agreements. Any exceptions or questions should be directed to the Professional Scholarship Committee Chair.

Travel and Reimbursement Policy

Reimbursement Procedures

Requests for reimbursement of expenses incurred while conducting business on behalf of the Association must be submitted to the Treasurer within 30 days of the last day of travel and/or expense activity. Expenses incurred adjacent to trips (personal or due to paid employment) will not be reimbursed.

The [reimbursement request form](#) (available at pnacac.org under About > Financial) should be submitted along with appropriate documentation of costs.

Failure to comply with these procedures may result in the denial or delay of the reimbursement request. Officers and Executive Board members are strongly encouraged to ask for clarification prior to purchase and reimbursement to avoid delays, confusion or denial of a reimbursement request.

Transportation:

Individuals are required to select the most economical itinerary when planning travel.

- **Airfare:** Individuals are authorized to travel only in economy class. Upgrades, including for special seating (i.e., Premium, advanced selection) or class (Business, First), may be purchased by the individual, but will not be reimbursed. Proof of purchase must indicate the cost difference if done. Airfare exceeding \$700 must be approved in advance by a delegate of the Finance Committee. Individuals will also be reimbursed for one standard checked bag for each leg of their journey. Individuals are permitted to earn and keep airline miles, but purchases should not be based on preferred airlines.
- **All Common Carrier Tickets:** Airfare, train and bus tickets are eligible for reimbursement after booking and before travel is completed. For fees/penalties assessed because of changes/cancellations by the individual (rather than the carrier or Association) are not eligible for reimbursement and are the sole responsibility of the individual. If the individual

cancels after being reimbursed, they must repay PNACAC for the original ticket price unless the credit can be used for future travel by the individual or others within the Association. It will be the responsibility of the individual to monitor their credit, including expiration.

- **Ground Transportation:** Taxis, shuttle fees and other shared-ride services will be reimbursed if complimentary shuttles and/or public transportation is unavailable, or distances would not be reasonably walked given an individual's ability. If traveling by personal vehicle, individuals will be reimbursed per the [current year standard business IRS mileage rate](#). Individuals should use the most economical parking option (e.g., self-parking over valet) when available.

Lodging:

Individuals should make refundable reservations and, when available, through conference registration blocks. If comfortable and when appropriate, board members may share lodging to reduce Association expenses, but sharing lodging is not required. Lodging will be reimbursed for the duration of the event, as well as any additional nights required for expected meetings. Incidental fees, including in-room entertainment, dry cleaning/laundry, telephone calls and other premium services are not eligible for reimbursement.

Meals:

Individuals will be reimbursed up to the federal GSA daily meal and incidental rate for the city of travel. The M&IE total is the full daily amount for a single calendar day when that day is neither the first nor last day of travel. The amount received on the first and last day of travel equals 75% of the M&IE total. See [M&IE breakdowns](#) for information related to the individual meal amounts.

Registration Fees:

- **PNACAC Conference:** Those eligible will receive a code to waive the registration fee. They must use this code and will not be reimbursed if paid through other means.
- **National Conference:** Scholarship recipients are required to self-purchase the early bird registration (or use a scholarship code, if provided) and/or NACAC membership in advance of the event. NACAC event scholarship recipients who are not members of NACAC may register at the non-member rate, provided that rate is lower than the total of a NACAC membership plus member-only registration.

Other Expenses:

Incidental expenses, such as parking (self-parking unless valet only), tolls, tips for baggage handlers, housekeeping and other service personnel are eligible for reimbursement up to \$50 per day. Like all other expenses, these should be listed with date, recipient, amount and with a receipt when available.

Travel Advances:

Travel advances may be available with approval by the President and Treasurer.

Executive Board Reimbursement Eligibility

The chart below indicates expenses eligible for reimbursement by event/program and role with the Association. Exceptions, either to eligible expenses or the policies below, require prior written consent by the President and Treasurer, and may require discussion by the Finance Committee.

Event	Eligibility	Transport	Lodging	Meals	Reg. Fees
Committee Meetings	Committee Chair & Members	Yes	As approved by President	Yes	N/A
Board Meetings (excluding those held at conferences)	Officers, Staff, Board (including Ex-Officio)	Yes	As approved by President	Yes	N/A
PNACAC Conference	Officers, Staff	Yes	Yes	Yes	Waived with registration code
	Board (including Ex-Officio) *	No	First night only (as needed for Board Meeting)	No	
NACAC Conference	Officers, Staff	Yes	Yes	Yes	Waived for Officers and EA with code
	Board *	No	First night only (as needed for Board Meeting)	No	N/A
NACAC LEAD or Treasurer Dev Institute	Presidential / Treasurer Trifecta	Yes	Yes	Yes	N/A

* Regional and National Conference Expenses:

Per [Financial Support for Board Members policy](#), Executive Board members may be eligible for additional reimbursement of expenses related to attending the regional and national conference. The Finance Committee will consider additional reimbursements during the budget planning and approval process (January-March) and once again at the July Finance Committee meeting. If funds are made available, attendance at the Executive Board Meeting and Membership Meeting

is mandatory. Failure to attend may result in a request for return of funds or future requests being declined.

Document Retention Policy

Maintenance of records of the organization is the responsibility of the Secretary.

The corporate records of The Pacific Northwest Association of College Admission Counseling (PNACAC) are important assets. Corporate records include essentially all records we produce whether paper or electronic.

The law requires PNACAC to maintain certain types of corporate records, usually for a specified period of time. Failure to retain those records for those minimum periods could subject PNACAC to penalties and fines, cause the loss of rights, obstruct justice, spoil potential evidence in a lawsuit, place PNACAC in contempt of court, or seriously disadvantage PNACAC in litigation.

PNACAC expects all officers, board members, ex-officio board members and any independent contractors including, but not limited to, the Executive Assistant and Bookkeeper/Accountant, to comply fully with any published records retention or destruction policies and schedules. All should note the following general exception to any stated destruction schedule: If you believe, or PNACAC informs you, PNACAC records are relevant to litigation, or potential litigation (i.e., a dispute that could result in litigation), then you must preserve those records until you are informed by the PNACAC President as advised by counsel that the records are no longer needed. That exception supersedes any previously or subsequently established destruction schedule for those records.

PNACAC uses Google Suite for Nonprofits for shared document storage and Executive Board, Committee Chair and Ex-Officio email communication. PNACAC will retain electronic records in accordance with the recommendations set forth by the National Association for Nonprofits:

Document Destruction

The Document Retention and Destruction Policy identifies the record retention responsibilities of staff, volunteers, officers, executive board/committee chairs, committee members, and independent contractors for maintaining and documenting the storage and destruction of the organization's documents and records.

These individuals are required to honor the following rules:

1. Paper or electronic documents indicated under the terms for retention in the following section will be transferred and maintained by the Executive Assistant in coordination with the association secretary and treasurer;
2. All other paper documents will be destroyed after three years;
3. All other electronic documents will be deleted from all individual computers, databases, networks, and back-up storage after one year;

4. No paper or electronic documents will be destroyed or deleted if pertinent to any ongoing or anticipated government investigation or proceeding or private litigation; and
5. No paper or electronic documents will be destroyed or deleted as required to comply with government auditing standards (Single Audit Act).

PNACAC has established retention or destruction policies in accordance with the guidelines provided by the National Association for College Admission Counseling or schedules for specific categories of records in order to ensure legal compliance, and also to accomplish other objectives, such as preserving intellectual property and cost management. Several categories of documents that bear special consideration are identified below. While minimum retention periods are suggested, the retention of the documents identified below and of documents not included in the identified categories should be determined primarily by the application of the general guidelines affecting document retention identified above, as well as any other pertinent factors.

Document Retention Schedule - Specific Records and Retention Period Subject to Change

ACCOUNTING RECORDS	
SPECIFIC RECORD	RETENTION PERIOD
Annual financial statements	Permanent
Monthly financial statements	3 years
General ledger	8 years
Journal entries	8 years
Special reports	8 years
Canceled checks	8 years
A/P paid invoices	8 years
Business expense records	8 years
Credit card receipts	3 years
Cash receipts	3 years
AIR invoices	8 years
Sales Records/Accounts receivable	8 years
Audit Reports	Permanent
Expense Reports	8 years
Loan documents	8 years after final payment
Stop payment orders	3 years
Bank reconciliations	3 years
Bank statements	8 years

Check Registers	8 years
Investment account statements	5 years
Budget Detail	3 years
Budget Summary	8 years
Annual Depreciation schedules	8 years

TAX RECORDS	
SPECIFIC RECORD	RETENTION PERIOD
Annual financial statements	Permanent
State & local tax returns	Permanent
Form 990 & supporting documentation	Permanent
Form 990-T & supporting documentation	Permanent
Supporting documentation for taxes	3 years
City & State sales, use, and property tax reports & supporting documentation	5 years
Unclaimed property filings & supporting documentation	5 years
1099 Forms	8 years
Payroll taxes /W2, W3I	Permanent
Payroll taxes (Form 941, state withholding forms, state unemployment returns)	8 years (or longer if designated by state law)

PAYROLL RECORDS	
SPECIFIC RECORD	RETENTION PERIOD
Salary, position & classification records	7 years after tax due or Paid
Payroll deductions	6 years
Daily time sheets & leave records	5 years
W-2 forms	8 years
Federal & state withholding forms	7 years after tax due or Paid
Garnishments	3 years after termination
Payroll registers	4 years after tax due or paid
State employment & unemployment forms	4 years
State unemployment tax records	Permanent
Canceled payroll checks	8 years

Deductions register	8 years
Earnings records	8 years

ORGANIZATIONAL RECORDS	
SPECIFIC RECORD	RETENTION PERIOD
Articles of Incorporation and Bylaws	Permanent
Board and Board Committee Meeting minutes	Permanent
Standing Committee Meeting Minutes	10 years
General Assembly and General Membership Meeting minutes	Permanent
Board, Committee and Organizational Charts	10 years
Annual Reports	Permanent
Lona Ranae Plans	5 years after completion
Calendars	1 year

LEGAL RECORDS	
SPECIFIC RECORD	RETENTION PERIOD
General Contracts	3 years after termination
Hotel Contracts	3 years after termination
Convention Center Contracts	3 years after termination
Event Decorator Contracts	3 years after termination
Financial records or contracts	10 years after expiration
Property maintenance and repair records	5 years
Trademark registration	Permanent
Copyright registration	Permanent
Patents	Permanent
Litigation claims	5 years following close of case
Court documents & records	5 years following close of case
Deposition transcripts	5 years following close of case
Discovery materials	3 years following close of case
Leases	6 years after termination

INSURANCE RECORDS	
SPECIFIC RECORD	RETENTION PERIOD
Policies	5 years after expiration
Claims for loss/damage, accident reports, appraisals	5 years after settlement

PERSONNEL RECORDS	
SPECIFIC RECORD	RETENTION PERIOD
Recruitment applicant logs & records	2 years after taking action
1-9 forms	The later of 3 years after date of hire or 1 year following termination
Employee application materials	7 years after termination
Offer letters	7 years after termination
Performance evaluations	7 years after termination
Salary change forms	7 years after termination
Records of employment decisions (promotion, transfer, demotion, training, discipline, termination)	7 years after termination
Requests for reasonable accommodation	7 years after termination
FMLA records	7 years after termination
Termination agreements	Permanent
Job descriptions	Permanent
Personnel manuals	Permanent
Medical and safety records	7 years after termination
Accident reports	7 years after termination
Workers compensation records	10 years
Current beneficiary information/most recent)	7 years after termination
Salary reduction agreements	7 years after termination
Incentive Plan records	7 years after Plan expires
Retirement Plan records	7 years after Plan expires
Pension Plan records	7 years after Plan expires
Other Benefit Plan records	7 years after Plan expires

HISTORICAL RECORDS FOR AFFILIATES	
SPECIFIC RECORD	RETENTION PERIOD
Letters from states or regions requesting affiliate status	Permanent
Affiliate documents proving organization as not-for profit organization status/IRS 501(c)(3)	Permanent
Affiliate documents showing incorporation	Permanent
Affiliate Bylaws and other governing documents	Permanent
Affiliate business meeting minutes	5 years
Affiliate annual financial reports including dues schedule	5 years
Affiliate governing board members, Assembly delegates- annual list	5 years
Affiliate National Fair Agreements	3 Years

Technology Use Policy

Use of PNACAC Google Accounts

Google Workspace for Nonprofits is currently free via certified 501(c)(3) nonprofit status, originally registered through TechSoup in 2018.

UNDER DEVELOPMENT:

1. Email Inboxes
2. Google Calendar
3. Individual Google Drive
4. Shared Drives
5. Google Forms
6. Google Groups

Use of Slate

What is it? Slate is the Constituent Relationship Management (CRM) database used for all member accounts, events, and communication. Slate is free forever, per a partnership between NACAC and Technolutions.

1. The Technology Committee Chair is responsible for the management and oversight of Slate accounts, permissions, and access; technical integrations between Slate and payment services, email configurations, and domain configurations; and ticket submission and communication with Technolutions.
2. Board members and staff will have a Slate admin account during their time of service. This account is separate from their member account and will have different credentials. Access and permissions to features within Slate are at the discretion of the Tech Chair and Officers of the board.
3. Any email intended to go to a group of members (general membership, sub-groups, committee members, etc.) **should only be sent via Slate and not as CC or BCC emails from a PNACAC account or personal/work account.** Slate communications are vetted, tracked, and analyzed - any other “mass” emails are not, putting PNACAC’s reputation at risk and preventing analysis of overall organizational reach. Members or board members who send mass emails on behalf of PNACAC by any channels other than Slate may be asked to withdraw their membership.

Use of other technology platforms

Zoom

What is it? Zoom is a video conferencing platform (web and app), used by PNACAC for virtual meetings and virtual professional development offerings. Zoom is currently discounted at 50% of regular price via certified 501(c)(3) nonprofit status registered through TechSoup.

1. The Technology Committee Chair is responsible for the management and oversight of Zoom accounts, including ensuring billing is up to date, account passwords are updated regularly, and settings are sufficient for organizational use.
2. **Zoom Account 1:** Owned by tech@pnacac.org, this account is used for all officer-managed meetings, including Board meetings, Finance Committee meetings, Trifecta meetings, Conference Planning meetings, and anything else officers deem necessary. Only the Tech Chair, Officers (treasurers, presidents, secretary) and Executive Assistant should have access to this account.
3. **Zoom Account 2:** Owned by zoom@pnacac.org, this account is used for all committee-managed meetings, both internal and external. Examples: Professional Development Co-Chair meetings, College Counseling 101 “webinars,” Government Relations policy update meetings, etc. All Board Members may be granted access to this account to schedule and run meetings.
4. Board members, if they so choose, may use the Google Meet video conferencing embedded within their account for meetings, though it is discouraged to use this for any broader professional development offerings or other member-wide meetings, as the Zoom accounts have more security settings already in place.

PNACAC Slack Community

What is it? Slack is a community interaction platform (web and app), used by PNACAC for asynchronous and semi-synchronous communication among members and sub-groups of members. PNACAC’s Slack Pro Workspace account is currently free via certified 501(c)(3) nonprofit status registered through TechSoup.

1. The Technology Committee Chair is responsible for the management and oversight of Slack accounts, access, and channels.
2. All board members are expected to belong to the PNACAC Slack Community. They are strongly encouraged to use the direct messaging feature for quick back and forth communication, similar to texting. Slack also has a video conferencing feature that can be used in lieu of Zoom or Google Meet for 1:1 conversations.
3. Channels within Slack may be created by board members via request of the Tech Chair.

Canva

What is it? Canva is a graphic design platform (web and app), used by PNACAC for

- a. Canva Pro is currently free per certified 501(c)(3) nonprofit status registered directly through Canva.

Use of Social Media

Instagram

@pacificnorthwestacac ([instagram.com/pacificnorthwestacac](https://www.instagram.com/pacificnorthwestacac))

Joined February 2013

Can be managed via Meta Business Suite (requires Facebook account and collaborator access)

LinkedIn

@pacific-northwest-acac ([linkedin.com/company/pacific-northwest-acac](https://www.linkedin.com/company/pacific-northwest-acac))

Joined

Can be managed via [Admin dashboard](#) (requires LinkedIn account and admin granted access)

Facebook

@pnacac ([facebook.com/pnacac](https://www.facebook.com/pnacac))

Joined Mar 6, 2013

Can be managed via Meta Business Suite (requires Facebook account and [collaborator access](#))

Other Social Media

At this time, PNACAC has stopped using X/Twitter and does not have a presence on any other social media platforms.

Board Rotation Standard Operating Procedures

Standard Election Onboarding/Offboarding

- ☐ Past-President to notify NACAC of new President-Elect and Treasurer-Elect
- ☐ President to update onboarding document and send to new board members
- ☐ President and Tech Chair to update Annual Board Agreement Form and send to all board members
- ☐ Tech Chair to reset passwords of all Google accounts
- ☐ Tech Chair to create/update Slate admin accounts for new board members, update Service record
- ☐ President to invite new board members to summer retreat and NACAC board meeting, as well as future board meetings for upcoming year
- ☐ Outgoing board members to meet with incoming board members to overview position, transfer ownership of Google account and any relevant materials, train on procedures and use of tech (Google, Slate, Zoom, etc.), and answer questions - see offboarding/onboarding documents
- ☐ Past-President and President to conduct a group and/or individual onboarding sessions with new board members to overview position, review expectations, and answer questions
- ☐ Tech Chair or Executive Assistant to update website

Mid-term Departures/Appointments

- ☐ President to notify committee members of changes
- ☐ President to notify board of changes
- ☐ President to update calendar invites
- ☐ Past-President to notify NACAC for President or Treasurer position

Adopted May 20, 2025

- ☐ Tech Chair to set up email forwarding to Past-President and/or reset password for
- ☐ Tech Chair or Executive Assistant to update website
- ☐ Tech Chair or Executive Assistant to update board listserv (Google Group) and any other Google Groups
- ☐ Tech Chair or Executive Assistant to update Slate admin permissions, update Service record
- ☐ President or Executive Assistant to update [board history/timeline document](#)