

# BAA Board Role Playbook — Treasurer

(v2.2)

**Role frame (BAA capacity-building):** The Treasurer is the BAA’s **financial stewardship lead**. The Treasurer ensures the BAA can see, explain, and manage its finances in a transparent and prudent manner that survives leadership transitions. In practice, that means: keeping a board-readable financial picture (monthly snapshot + quarterly budget vs actual), enforcing basic spending controls and documentation, maintaining the Finance Continuity Plan (so access and records transition from one board to the next), and coordinating as appropriate with Denison Advancement and Denison Business Services.

**Current context:** Denison currently handles the BAA’s **bookkeeping and financial administration** (as it has for years). In the current environment, the BAA views this arrangement as a strategic risk to be managed — but the BAA has **not yet made a definitive decision** to move full financial management in-house.

This playbook supports a **low-lift, phased approach**: strengthens oversight and continuity, builds “ready-to-receive” infrastructure gradually, and positions the BAA to transition into self-management if/when the Executive Board authorizes it.

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## 1. How to use this playbook

**This is an operating guide.** It's designed to keep the Treasurer role sustainable while building financial capacity *without* prematurely committing the BAA to full self-management.

### Your default operating mode

- Keep the system simple.
- Automate what you can.
- Protect continuity: no “only one person has access.”
- Build and strengthen BAA **internal** financial management.
- Build **ready-to-receive** infrastructure incrementally.

**Strategic throughline:** The BAA should not ask members for money (or accept significant funds directly) without systems that protect **accountability, donor confidence, and leadership transitions** — and should avoid placing significant funds in Denison managed accounts which the BAA has determined to be a strategic risk.

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## 2. Role purpose and success definition

### Purpose

The Treasurer ensures the BAA can responsibly steward resources **in two modes**:

1. **Denison-managed finance (current state):** Coordinate with Denison in fundraising and financial management, reporting clarity, and continuity so the BAA can govern intelligently and reduce risk.
2. **BAA-managed finance (possible future state):** build minimum viable infrastructure so the BAA can safely transition *if/when authorized*.

### What “success” looks like

By year-end, if these are true, you're winning:

- The BAA has **created and approved the next fiscal year budget**.
- Denison-provided financial information is **consistent, timely, and understandable** to the board and membership
- The board can do basic **budget vs actual** review quarterly
- The BAA has a **Financial Continuity plan** so transitions don't break access or records.

- The BAA has durable procedures for accurately and transparently accounting for money

## Strategic alignment (what this role supports)

This role supports:

- **Organizational legitimacy** (credible stewardship)
  - **Donor confidence** (clarity + accountability)
  - **Strategic autonomy** (ability to choose when/where to raise and hold funds)
  - **Continuity** (stable transitions)
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## 3. What you own vs. what you don't

### You own

- The BAA's finance governance "operating system" (templates, routines, filing discipline)
- The interface with Denison's finance/admin process (expense requests, clarifications, reporting, archiving)
- Budget development support and stewardship
- Approvals + documentation discipline for BAA spending
- Board reporting (simple and consistent)
- Financial continuity (shared access + handoff readiness)

### You do *not* own (unless explicitly assigned)

- Fund development strategy and campaign direction (President + VP)
- Endowment strategy and negotiation (President + VP/Exec Board)
- Budget development (Exec Board)

## Committee leadership model (lanes + bylaws consistency)

The Treasurer **chairs** Finance & Fund Development for financial stewardship, controls, reporting, and continuity. The President serves as **Co-Chair** to lead fund development strategy and campaign direction **when fundraising is authorized**.

### Two-lanes (separation of duties):

- **President lane:** "What we're raising and why" (strategy, campaign selection, messaging, cultivation/solicitation leadership).
  - **Treasurer lane:** "How money is handled and protected" (readiness gate, approvals discipline, documentation, reporting, continuity).
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## 4. Your standing deliverables

**Design rule:** Deliverables are split into **Minimum Viable Financial Governance (MVFG)** vs **As Capacity Grows** so the role stays sustainable.

## Minimum Viable Financial Governance (MVFG) — non-negotiables

1. **Fiscal year budget stewardship** (maintain the adopted budget; track variances)
2. **Monthly financial snapshot** (simple one-pager the board can read in 2 minutes)
3. **Fiscal Host finance interface** (receive budget reports; request expenditures, clarify questions; archive records)
4. **Documentation discipline** (receipts/invoices/approvals filed in one place)
5. **Approvals + spending controls** (simple rules documented and followed)
6. **Budget vs actual tracking** (quarterly)
7. **Financial Continuity Plan** (accounts, access, procedures — transferable to new leadership)

## As capacity grows

8. Parallel ledger readiness (a lightweight internal record)
9. Vendor/contract payment routine (if needed)
10. Basic forecasting (90-day look-ahead)
11. Annual financial transparency note for membership (high-level)

## Fund development support (when authorized)

Fundraising **is not** a default obligation of the Treasurer role. When the Executive Board authorizes a fundraising initiative, the Treasurer deliverable is **financial readiness + clean reporting**, not campaign leadership:

- Confirm the **fundraising gate** is met before launch (see Section 6.3)
- Confirm whether funds are **Denison-managed** or **BAA-managed**
- Ensure donor documentation/tracking and restricted purpose clarity (if applicable)
- Provide simple board-ready reporting on results and balances

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## 5. Minimum Viable Financial Governance vs Future-State Finance

### 5.1 MVFG (what you must protect)

If nothing else gets done, these items keep the BAA safe and transferable:

- A working **FY budget** with basic variance notes
- A consistent **monthly snapshot**
- A clean **documentation trail** stored in Drive
- A predictable **reporting rhythm** (what we receive, when, and how we interpret it)
- Shared access + a Financial Continuity plan (no single point of failure)

**Time budget:** MVFG should be doable in volunteer reality. If MVFG is not feasible, escalate to the President & VP.

## 5.2 Future-state finance ( if/when authorized)

If the Exec Board chooses to shift financial management in-house, the Treasurer role expands into:

- Management of bank accounts/payment processors under BAA control
- A bookkeeping system with bank feeds and categories
- Stronger internal controls (two-step approvals, role-based access)
- More detailed reporting (program cost tracking)

## 5.3 Burnout guardrails

- **We do not expand finance complexity without adding capacity.**
  - **Automation first:** templates, recurring reports, clear filing rules.
  - **Quarterly scope check:** if the role is expanding beyond MVFG, flag the issue. The Exec Board decides what to prioritize.
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## 6. Strategic guardrails for money + fundraising

The BAA is aligning our money-handling processes with strategic risk, donor trust, and infrastructure readiness.

### 6.1 Current context

- Denison currently performs bookkeeping/financial administration for BAA-related funds.
- The BAA views this as a risk to be managed in the current environment because Denison could be compelled to restrict or cut off BAA access to our finances by federal or state mandate
- The BAA has taken a first step toward independent stewardship by **creating and approving a FY 2026 budget.**
- The BAA is evaluating how and when to transition to independent internal management of finances.

### 6.2 Operating principles

- **We do not ask membership for money** unless we can manage it with accountability, transparency and continuity.
- **We pause major fundraising for the BAA endowment** while the endowment's status remains unresolved.
- **We do encourage alumni support** of BAA aligned and member created endowments.

### 6.3 The “fundraising gate” (what must be true before any major ask)

Before any major solicitation to BAA membership, the board must document the following (in writing):

- Are funds **Denison-managed** or **BAA-managed**?
- What are the **approval rules**?
- What is the **documentation standard**?
- Who holds **admin access** (at least two officers) to the financial instrument used?

If these conditions are not met, the default is: **pause solicitation** and build readiness.

## 6.4 What we do during transition

- Operate from the approved FY 2026 budget and keep spending disciplined
- Manage documentation and approvals cleanly while payments are administered externally
- Build “ready-to-receive” infrastructure before launching any major ask

## 6.5 Separation logic (strategic clarity)

The Treasurer helps keep clear lines between:

- **BAA operating funds** (program delivery and operations)
  - **Restricted program funds** (earmarked gifts)
  - **Endowed assets** (separate constraints and governance)
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# 7. Annual cadence (operating rhythm)

## Monthly rhythm (MVFG)

- Request/receive Denison reporting package (or best available)
- Update monthly snapshot + notes
- Confirm documentation filing (receipts/invoices/approvals)
- Update continuity binder if access/tools change

## Quarterly rhythm

- Budget vs actual review (simple)
- Identify risks/bottlenecks and recommend one improvement (only one)

## Annual rhythm

- Support annual budget development + adoption (continuity and discipline)
- Treasurer sends call for budget information to standing committees.
- Committees submit estimates.
- Treasurer drafts budget.
- Executive Committee reviews and adjusts.
- Executive Board approves.
- Budget archived and distributed.
- Year-end archive check + handoff readiness

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## 8. Meeting rhythm + agendas

### Committee meeting length standard

- **Standard meeting length: 75 minutes**

### Treasurer check-in

- During Exec Board meeting using the monthly snapshot

### Finance & Fund Development Committee meeting rhythm

- **Default:** quarterly committee meeting for budget to actual review

**Control rule:** Fundraising-related meetings are only for Executive Board–authorized initiatives that have passed the Fundraising criterion

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## 9. Workflows (checklists)

The Treasurer role stays sustainable by running on checklists and templates.

### 9.1 Monthly oversight workflow (Denison bookkeeping)

**Target:** Simple monthly rhythm with Denison accounting.

#### Checklist

1. Receive the Denison reporting package
2. Update the **monthly snapshot** (cash position as understood; income/expense activity; notable variances)
3. Verify documentation exists for any BAA-directed spending (receipts/invoices/approvals)
4. Update variance notes vs the FY 2026 budget
5. Archive the month's package in Drive (Denison report(s) + snapshot + supporting docs)

### 9.2 Reimbursement workflow (MVFG)

Goal: protect volunteers and protect the BAA.

#### Checklist

1. Member submits reimbursement request via online BAA Budget Spend Request
2. Request includes receipt + purpose + budget line (or decision reference)
3. Treasurer verifies documentation completeness
4. Approval captured per thresholds (see Section 12)
5. Treasurer routes payment through the **approved pathway**

6. Record and file receipt

### 9.3 Payment / invoice workflow (MVFG)

#### Checklist

1. Confirm invoice matches approved scope/decision
2. Confirm approval based on threshold
3. Treasurer routes payment through the **approved pathway**
4. File invoice + record transaction

### 9.4 Budget stewardship workflow (FY 2026)

#### Checklist

1. Maintain budget file as the authoritative reference
2. Track variances monthly and explain material variances in plain language
3. Quarterly: bring a short “budget vs actual” view to Exec Board

### 9.5 Restricted funds workflow (if/when used)

#### Checklist

1. Document restriction at point of gift (what exactly is it for?)
2. Track restricted balance separately
3. Spend only for restricted purpose
4. Report restricted balance in monthly snapshot

### 9.6 Financial continuity workflow (guardian of financial assets)

#### Quarterly 30-minute access audit

- Confirm who has admin access to:
  - Any bank/payment processor used (if BAA-managed)
  - Any bookkeeping/spreadsheet used (if BAA-managed)
  - Any donation platform used (if applicable)
- Confirm at least **two** officers have admin access where possible
- Confirm 2FA is enabled (where appropriate)
- Update the Financial Continuity Plan

#### Financial Continuity Plan (what it contains)

- Platforms/accounts list (even if Denison-managed, list what *BAA* relies on)
- Admins and access method (no passwords in doc)
- Where finance records live in Drive
- Monthly snapshot template and snapshot archive
- Year-end close + post election handoff checklist

## 9.7 Monthly close workflow (if/when BAA-managed finance is authorized)

**Target:** complete by the 10th of the following month.

### Checklist

1. Verify bank feed / transactions list
  2. Categorize transactions
  3. Attach documentation to each transaction
  4. Confirm restricted balances
  5. Generate monthly snapshot
  6. Archive and share to Exec Board
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## 10. Templates / assets

Insert links later. Templates keep this role low-lift.

### Required templates

- Monthly financial snapshot (1 page)
- Reimbursement request form (simple)
- Budget vs actual view (quarterly)
- Restricted funds tracking sheet (if used)
- Year-end close + handoff checklist

### Required assets

- Adopted FY 2026 budget (current)
  - Category list / chart of accounts (simple)
  - Any written approval rules adopted by the board
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## 11. Tools, access, and file hygiene

### Systems used (current / recommended)

- **Google Drive** (system of record)
- **Email** (approvals + documentation trail)
- **Denison reporting outputs** (whatever format they provide)
- *(Optional, if authorized)* Bookkeeping tool + BAA bank/payment processor

### Access checklist

- Access to the finance folder(s) in Drive
- Access to Exec Board distribution list
- Visibility into any donation/payment tools (if used)

## File hygiene rules (non-negotiables)

- One finance folder for:
    - Budgets
    - Monthly snapshots
    - Denison reporting package(s)
    - Receipts/invoices/approvals
  - Naming:
    - YYYY-MM — Financial Snapshot
    - YYYY-MM — Denison Finance Package
    - YYYY — Annual Budget — APPROVED
    - YYYY-MM-DD — Receipt — Vendor — Amount
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## 12. Approvals and escalation rules

**Note:** Exact thresholds can be inserted later once the board adopts them.

Default approval logic (simple)

- **Routine expenses within approved budget:** Treasurer processes via the approved pathway (documentation required)
- **Outside budget or new vendor/commitment:** President approval required
- **Large/unusual expenses:** Exec Board approval required (\$1,500 threshold. Captured in minutes/written vote)

Escalate immediately if:

- Money is being solicited but the fundraising gate is not met
  - Access is single-point-of-failure (only one admin)
  - Documentation is consistently missing
  - Funds are being mixed across purposes (operating vs restricted vs endowed)
  - Denison reporting is inconsistent enough to impair governance
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## 13. Light metrics

Keep this simple and tied to continuity.

- Monthly snapshot delivered (yes/no)
- Budget vs actual reviewed quarterly (yes/no)
- % transactions with documentation attached (don't chase perfection; chase reliability)
- Quarterly access audit completed (yes/no)
- Fundraising gate met prior to major ask (yes/no)

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## 14. First 30 days ramp plan

### Week 1 — Review guidance & procedures

- Review the Drive folder structure
- Review the FY 2026 approved budget
- Review the disbursement/reimbursement procedure

### Week 2 — Make oversight real (low-lift)

- Create the monthly snapshot template
- Complete training on disbursement/reimbursement request template and filing rules

### Week 3 — Build continuity

- Collaborate with President & VP to build Financial Continuity Plan outline (platform list + admins + folder map)

### Week 4 — First reporting cycle

- Produce first monthly snapshot + archive the month's package
  - Do the first variance notes vs FY 2026 budget
  - Review/refine schedule of finance infrastructure updates
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## Appendix: Placeholders to insert later

*(These are intentionally left as stubs so we can build them out and insert them later.)*

### B1. Insert links to live assets

- Finance Drive folder link: **[INSERT]**
- FY 2026 budget link: **[INSERT]**
- Monthly snapshot archive link: **[INSERT]**
- Denison finance package archive link: **[INSERT]**
- Financial continuity binder link: **[INSERT]**

### B2. Insert templates (copy blocks)

- Monthly financial snapshot template: **[INSERT]**
- Reimbursement request template: **[INSERT]**
- Budget vs actual template: **[INSERT]**
- Year-end close + handoff checklist: **[INSERT]**

### B3. Insert current-year decisions

- Approved spending thresholds: **[INSERT]**
- Approved fundraising posture for the year: **[INSERT]**