

STANDING RULES

The National Résumé Writers' Association

Standing Rules, as stated in Article XI, of the NRWA Bylaws are the procedures of the organization, or general policy that are not included in the bylaws. They cannot be in conflict with the bylaws. Each administration can choose to retain or amend the standing rules as necessary to fit the administration's needs. Standing rules make the frequent/common actions simpler and provide for fairness and continuity of Board decisions.

The Board of Directors may alter, amend, suspend, or repeal the Standing Rules at any regular or special meeting called for that purpose, except as restricted by the Nonprofit Corporation Law of 1972, as amended. This is according to Article XIII of the NRWA Bylaws.

A. NRWA Membership

According to Article III of the NRWA Bylaws, there are three levels of membership: Regular, Associate, and Affiliate. The following are definitions of the membership and the dues as adopted by the current administration of NRWA.

Regular Membership: Individuals (not companies) in the resume writing or career services field are eligible for regular membership. The cost and benefits of regular membership are posted on the NRWA's website.

Associate Membership: Employees and partners of NRWA regular members are eligible for associate membership. If an associate member leaves the employment or partnership of the NRWA regular member, then his or her associate membership is void, and he or she must sign up for regular membership if he or she wants to continue receiving NRWA benefits. The cost and benefits of associate membership are posted on the NRWA's website.

Affiliate Membership: Strategic partners in the careers industry (who provide services by which regular or associate members can save money or earn money but who do not directly compete with regular and associate members) are eligible for affiliate membership. The cost and benefits of affiliate membership are posted on the NRWA's website.

Once a member has joined and is approved for membership at any level, dues are considered payable and non-refundable regardless of method of payment.

B. Board of Directors Meetings

The number and timing of Board meetings shall be determined by the President. Elected and appointed Board of Directors members will attend meetings beginning in August prior to the start of their term.

C. Board / Volunteer Benefits and Expectations

The executive officers can determine, at their discretion, which extra member benefits a current Board member or volunteer can receive that fall outside of the benefits received with

membership. A motion needs to be made to, and carried by, the executive officers. Benefits and discounts can be applied to, but are not limited to, membership, teleseminars webinars, conference registration, and NCRW sample submission / testing.

Expectations: All Board members are required to attend at least 75% of the Board meetings during their term of service to maintain their position and receive benefits. All Board members are strongly encouraged to attend the annual conference. The President and conference chairs are *expected* to attend the annual conference, barring an urgent, unforeseen event.

Benefits - 2018:

Board:

Membership at no cost
Attendance and access to teleseminars and webinars at no cost
Certification costs for the NCRW designation are waived
Free attendance at conference (not including pre-conference workshops)
(President only): Hotel is paid for at conference

Certification Graders:

Free membership
50% off conference registration
1 CEU per sample graded

Committee Members

50% off membership

Proofreader(s):

Free membership
6 free teleseminars / webinars

Benefits - Begin 2019:

Board:

Attendance and access to teleseminars and webinars at no cost
50% conference fee (not including pre-conference workshops)
(President only): Hotel is paid for at conference

Certification Graders:

1 CEU per sample graded
Attendance and access to teleseminars and webinars at no cost

Committee Members

No benefits

Proofreader(s):

6 free webinars

D. Executive Officers

Executive officers will be elected based on the procedure described in the By-laws. President, Secretary, Immediate Past-President, and Immediate Past Treasurer will serve one-year terms; Treasurer will serve a two-year term.

President (1-year term): The President of the NRWA leads the Board to facilitate short- and long-range planning, program development, decision-making, and problem solving. The President also communicates strategic direction, ensures smooth operations, negotiates contracts, works with subcontractors, initiates meetings to address issues and facilitate consensus, and serves as final arbitrator in internal disputes.

PRESIDENT

Duty	Tasks	Timeframe
1. Schedule, organize and preside at Board and Executive committee meetings	a. Determine schedule for Board meetings, set agendas, conduct meetings, and communicate to ensure follow-through on Board decisions	Monthly
	b. Schedule and conduct Executive Committee meetings	As needed
2. Appoint committees and committee chairs	a. Appoint Chairs and obtain $\frac{3}{4}$ Board approval for all candidates	January / As needed
	b. Convene or approve convening of special committees	As needed
3. Serve as official spokesperson for the NRWA	a. Support the NRWA Sponsor Relations Chair as a co-liaison to affiliates and partners	Ongoing
	b. Assist the NRWA Sponsor Relations Chair in soliciting conference sponsors	January - May
	c. Respond to media requests and/or connect members to media	Ongoing
	d. Communicate with members and potential members	Ongoing
4. Organization leadership	a. Review organization vision and mission with Board as foundation for annual goals	September (retreat) / Ongoing
	b. Approve expenditures with Board, serve as additional signer on account, and sign all organization contracts	As needed

	c. Oversee / monitor performance of association management team,	
5. Maintain organization	a. Ensure maintenance of Bylaws, Standing Rules and other organization documentation in collaboration with Secretary	Ongoing
	b. Coordinate with Treasurer and association management team to have financial reports posted at least quarterly to the NRWA website	Ongoing
6. Transfer knowledge and responsibilities	a. Assist President-Elect with identifying potential members for President-elect and chair roles	May - July and October - December
	b. Transfer materials and knowledge	July
7. Participation in annual conference	a. Expected to attend the annual conference, serving as the emcee where needed and meeting/greeting conference attendees at general sessions, socials, etc.	As scheduled per Conference Committee
8. Award oversight	a. Provide oversight of the annual "Vivian Belen Award," selecting the volunteer to receive the annual volunteer service award, coordinating purchase of award, and presenting the award or coordinating presentation of award by another Board Member (traditionally awarded at the annual conference).	Prior to Annual Conference

Average Time Commitment to Position: 20-30 hours per month, with the majority of the work occurring near the time of the Board Meetings and responding to member/prospect inquiries.

Expectations: Attend at least 75% of the Board meetings during term of service and complete the duties above in partnership with the Board and association management team. Expected to attend annual conference, barring an urgent, unforeseen event.

Treasurer (2-year term, plus 1 year as Immediate Past Treasurer): The Treasurer oversees and monitors the NRWA’s financial matters, and serves as the NRWA's financial liaison with the association’s accountant, bookkeeper, and association management team. The Treasurer reviews and submits financial reports to the Executive Board, supports the annual budget process, and oversees the membership database, income, and payments, reconciliation of bank accounts, and preparation of tax returns and audits.

TREASURER

Duty	Tasks	Timeframe
1. Attend board meetings	<ul style="list-style-type: none"> a. Review, submit, and present monthly financial reports at Board meetings b. Contribute to Board discussions during monthly meetings 	Monthly starting August before official term
2. Oversee financial matters	a. Serve as financial liaison to the NRWA bookkeeper, association management team, and accounting firm	Ongoing or as needed
	b. Oversee receipt and deposit of income and payments by admin; support admin to resolve member payment or account issues	Ongoing
	c. Oversee maintenance of membership database by association management team	Ongoing
	d. Oversee reconciliation of bank accounts by bookkeeper	One week before Board meeting
	e. Manage cash flow and investments to optimize interest earned, leaving no more than \$20,000 in checking account at any one time, except when paying large bills for annual conference	Ongoing
3. Manage registration and reporting	a. Maintain all financial records (requiring working knowledge of accounting principles and software)	Monthly or as needed
	b. Prepare P&L statements (detailed, standard, and previous year comparison), and balance sheet	Monthly
	c. Prepare and email Treasurer’s report (including financial reports) to secretary	8days before Board meeting
	d. Manage registration with and reporting to oversight agencies, i.e. State of New York and IRS	Quarterly, annually, and as-needed
	e. Oversee preparation of tax returns and audits, ensuring that tax returns (or an extension) are filed on time	By May 15th
4. Prepare and maintain annual budget	a. Email budget worksheets to Board members and consult with them as needed to develop proposed adjustments	January of each fiscal year
	b. Present the proposed budget for Board	February Board

	approval	meeting
5. Knowledge transfer	a. Identify potential members for Treasurer-elect role	As needed
	b. Meet with incoming Treasurer one-on-one to transfer knowledge	August - January
	c. Transition all accounts, passwords, and records to incoming Treasurer in a timely manner	End of term

Average Time Commitment to Position: 4-8 hours per month, with the majority of the work occurring near the time of Board meetings, which are typically 1.5-2 hours. Annual preparation of budget requires another 8-12 hours, and tax and reporting activities require another 2-4 hours at tax time.

Expectations: Attend at least 75% of the Board meetings during term of service and complete the duties above in partnership with the Board and administrative team. Attendance at annual conference is strongly encouraged.

Secretary (1-year term): Maintains the NRWA’s official documents and gathers board member reports for Executive Board meetings. Records and distributes minutes; prepares quarterly Board Bytes for the NRWA Connection newsletter; provides quality control for all communications of the NRWA; ensures documentation and organization of processes, policies, and institutional knowledge for the NRWA.

SECRETARY

Duty	Tasks	Timeframe
1. Attend board meetings	a. Prepare report for Board regarding activities b. Contribute to Board discussions during monthly meetings	Monthly starting August before official term
2. Record meeting proceedings	a. Record minutes	Monthly
	b. Notify administrative assistant (admin) to record minutes if unable to attend meeting	As needed
	c. Distribute minutes to President for review and approval	Within 7 days of meeting
	d. Distribute approved minutes to Board	Upon approval, and again before next Board meeting
	e. Review governance documents with President Elect at end of calendar year	Annually
3. Prepare communications	a. Collect agenda items 8 days prior to Board meeting and send agenda to President for approval; distribute agenda to Board prior to meeting	Monthly

	b. Coordinate written notice of Board meeting to Board and request RSVP	Monthly
	c. Prepare “Board Bytes” to summarize monthly minutes	Quarterly
	d. Oversee Communications Committee	
4. Act as support to President	a. Ensure monthly approval of minutes	Monthly
	b. Track and document voting on initiatives occurring outside of monthly Board meetings	As Needed
5. Maintain records	a. Retain minutes and financial reports; ensure document capture in Dropbox	Monthly
	b. Review and update officer list	Ongoing
	c. Retain current copy of bylaws and standing rules	Ongoing
6. Knowledge transfer	a. Identify potential members for Secretary-elect role	January to March
	b. Meet with incoming secretary one-on-one to transfer knowledge	October to December
	c. Maintain electronic copy of records and deliver to next secretary	By end of fiscal year

Average Time Commitment to Position: 6-10 hours per month, with the majority of the work occurring near the time of the Board Meetings and quarterly for Board Byte compilation. Board meetings are typically 1.5-2 hours.

Expectations: Attend at least 75% of the Board meetings during term of service and complete the duties above in partnership with the Board and administrative team. Strongly encouraged to attend annual conference.

President Elect (1-year term): Sits as a voting member of the Executive Board. Provides support for President and chairs as requested. Assists with recruiting for incoming chairs and officers. Serves as Ethics Chair, handling grievances, coordinating and monitoring elections, and working with third party providers to extinguish fraudulent use of the NRWA name, certifications, or logo.

PRESIDENT ELECT | ETHICS CHAIR

Duty	Tasks	Timeframe
1. Board duties	a. Attend monthly meetings of the Board of Directors	Monthly starting August before official term
	b. Submit written report of activities to Secretary 8 business days prior to meeting	Monthly starting January of term
	c. Contribute to Board discussions during monthly meetings (this is a	Monthly starting August before

	voting position on the Executive Board)	official term
2. Serve as Ethics Chair	a. Oversee annual elections, including sending the call for nominations, verifying nominations, collecting candidate information, overseeing administration of voting site, and serving as sole Board viewer of results, working closely with association management team	April - July
	b. Contact non-members who have the NRWA logo and/or membership or certification claims on their websites	Monthly
	c. Manage the execution of the grievance process for any formal complaints	Ongoing
	d. Respond to, track, and bring any formal/informal complaints against members to the Board as needed **	Ongoing
	e. Monitor e-list posts and communication and address violations of e-list policies	Ongoing
	f. Provide input on contracts for the NRWA and ensure annual bylaws review with Secretary	Ongoing
3. Strategic planning	a. Begin planning the direction or emphasis of forthcoming term with assistance of the Board	September (retreat) and Ongoing
4. Recruiting appointed Board chairs	a. Ask current appointed chairs if they are interested in staying on the Board in another role	August
	b. Send call for nominations for appointed chairs to membership for remaining openings	September
	c. Recruit those who meet the criteria for the elected positions (already having held a Board position)	September
	d. Compile slate of appointments for Board approval	October
5. Substitute for Treasurer	a. Serve as substitute for Treasurer as needed to oversee and coordinate bookkeeping and reporting functions	As needed

Average Time Commitment to Position: 6-10 hours per month, with more hours during election time.

Expectations: Attend at least 75% of the Board meetings during term of service and complete the duties above in partnership with the Board and Administrative Team. Strongly encouraged to attend annual conference.

Immediate Past President (1-year term): Sits as voting member of the Executive Board to provide continuity. Assists with recruiting for incoming chairs and officers. Provides support for President and Chairs as requested. Oversees Public Image Committee. Manages the NRWA ROAR and Industry Hero awards.

IMMEDIATE PAST PRESIDENT

Duty	Tasks	Timeframe
1. Serve on advisory board	a. Attend monthly meetings of the Board of Directors	Monthly
	b. Submit written activity report to secretary 8 days prior to meeting	Monthly
	c. Contribute to board discussions and decisions (this is a voting position) during monthly board meetings	Monthly
2. Serve as advisor to President	a. Pass on knowledge, share historical information, provide counsel as needed	Ongoing
	b. Assist with soliciting and maintaining relationships with affiliates and conference sponsors	Ongoing
	c. Participate on nomination committee at the invitation of the President / President Elect	Upon request
	d. Assists President with recruiting for incoming chairs and officers.	As needed
	e. Organize committee of past Presidents for the President when special projects require it	As needed
	f. Oversee activities of Public Image Committee	Ongoing
3. Oversee the annual writing competition (ROAR)	a. Solicit committee members and establish guidelines for committee	January to September
	b. Establish judging criteria and submit to board	
	c. Manage the judging process	
	d. Ensure the logistics for the award are coordinated	
4. Stand-in for President as needed	a. Maintain communication with President to gain transfer knowledge of operations and events	Ongoing
	b. Perform the duties of the President when the President is unable to do so	As needed
5. Award Oversight	a. Provide oversight of the annual “Industry Hero Award,” soliciting nominations from the membership, coordinating selection of annual award winner by majority vote of the Executive Board, purchasing of the award, and presenting award or coordinating presentation of award by another Board Member (traditionally awarded at the	Prior to Annual Conference

	annual conference)	
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Average Time Commitment to Position: 6-10 hours per month, with more hours during contest time.

Expectations: Attend at least 75% of the board meetings during term of service and complete the duties above in partnership with the Board and administrative team. Strongly encouraged to attend annual conference.

Immediate Past Treasurer (1-year term): Sits as voting member of the Executive Board to provide continuity and historical financial insights. Trains and oversees incoming Treasurer to protect the organization from possible malfeasance or errors during the transition period.

IMMEDIATE PAST TREASURER

Duty	Tasks	Timeframe
1. Attend monthly board meetings	<ul style="list-style-type: none"> a. Contribute to financial and budget discussions b. Provide a history of the financial transactions of the organization c. Contribute to general discussions and decisions (this is a voting position) 	Monthly
2. Transition bank accounts	a. Initiate bank correspondence to change signature cards and get/remove online access	Begin November of final year as Treasurer
	b. Cancel personal access to accounts	January or February, as appropriate
3. Banking and accounts payable	a. Guide incoming Treasurer in processes and procedures of working with the checking and savings accounts and paying bills	Begin October of final year as Treasurer
4. Budget	b. Collaborate with Treasurer to ensure full understanding of the budget process	December through February
5. Liaise with bookkeeper	a. Coordinate with Treasurer to set up a LogMeIn account for remote access by bookkeeper to Treasurer's computer for monthly account reconciliation	December
6. Other training	<ul style="list-style-type: none"> a. Teach the Treasurer how to: <ul style="list-style-type: none"> i. Review and adjust the detailed P&L statement ii. Create financial statements and Treasurer's report 	Begin November of final year as Treasurer

	iii. Prepare accounting software for the outside accounting firm that prepares the nonprofit tax returns for the IRS that are due May 15 of each year	March or April
7. Provide resource(s)	a. Support any ongoing needs of Treasurer, bookkeeper, association management team, and public accounting firm	On-going or as-needed

Average Time Commitment to Position: 3 hours per month, with more hours occurring during training periods, budgeting, and for tax and reporting activities. Board meetings are typically 1.5-2 hours.

Expectations: Attend at least 75% of the board meetings during term of service and complete the duties above in partnership with the Board, Treasurer, and Administrative Team.

E. The NRWA Board

Non-executive members shall be named “chairs” and appointed by the Board in August prior to their year of service. The chairs listed below will serve 1-year terms with the exception of the Certification Chair. All chairs listed below will vote in Board decisions.

Membership Chair (appointed 1-year term): Facilitates executive, director of industry, and member communication tasks. Promotes positive internal relations with the NRWA members and manages new member recruitment and member retention/incentive programs.

MEMBERSHIP CHAIR

Duty	Tasks	Timeframe
1. Board duties	a. Attend monthly meetings of the Board of Directors <ul style="list-style-type: none"> i. Submit written report about chair activities to Secretary 8 business days prior to meeting ii. Contribute to Board discussions and decisions (chair is a voting position) during monthly Board meetings 	Monthly
2. Solicit new members	a. Establish membership targets	Beginning of fiscal year
	b. Contact groups, individuals, and associations to promote the NRWA	Ongoing
	c. Regularly reach out to marketing chair to advise on membership drive activities and coordinate efforts as appropriate	

	d. Work closely with Directors of Industry to solicit and involve new members	
	e. Provide membership information and materials at the annual conference	September
d. Retain members	a. Maintain up-to-date renewal letter with benefits of membership	Ongoing
	b. Send out renewal notifications 4 weeks prior to membership lapse; oversee automated notification process, working closely with association management team	Ongoing
	c. Ensure Directors of Industry follow up with members pending renewal / recently lapsed and complete follow up personally as needed	Monthly
e. Lead Directors of Industry	a. Hold regular meetings with Directors of Industry to address membership recruitment/retention issues.	Monthly
	b. Provide feedback on communications, monthly reports, and bi-annual submissions to newsletter	Ongoing
	c. Recruit Directors of Industry for election as needed and fill in should a position be vacated temporarily.	Ongoing
	d. Coordinate and oversee Directors of Industry in planning and executing a fun, networking-focused welcome reception event at the annual NRWA conference	Ongoing
f. Database maintenance	a. Coordinate with association management team to ensure database records are current and accurate	Quarterly
g. Troubleshoot membership issues	a. Work closely with treasurer, administrative team, or President to resolve membership problems**	Ongoing
h. Provide membership report	a. Provide membership report to board at regular meetings <ul style="list-style-type: none"> i. Provide data on changes in membership (monthly, historical, etc.) ii. Address issues and pending resolutions 	Monthly
i. Carry out special requests	a. Perform duties assigned by President or Executive Board	As requested
9. Knowledge transfer	a. Transfer materials and knowledge to new chair	October - December
	b. Participate in training incoming Membership Chair during formal training held at annual conference	October - December

Average Time Commitment to Position: 6-10 hours per month, with the majority of the work occurring near the time of the Board Meetings and Industry Rep meetings.

Expectations: Attend at least 75% of the board meetings during term of service and complete the duties above in partnership with the Board and administrative team. Strongly encouraged to attend the annual conference.

Sponsor and Affiliate Relations Chair (appointed 1-year term): Promotes strong relationships with existing affiliate members and sponsors to ensure that each receives the benefits and value of their support of the NRWA. Identifies and solicits new affiliate members and sponsors. Advocates for affiliate members and sponsors to resolve issues and enhance value, in collaboration with other board members and the association management team. Reports to President.

SPONSOR AND AFFILIATE RELATIONS CHAIR

Duty	Tasks	Timeframe
1. Meetings	<ul style="list-style-type: none"> a. Attend monthly meetings of the Board of Directors <ul style="list-style-type: none"> i. Contribute to Board discussions and decisions at monthly meetings ii. Submit written report about chair activities to Secretary 8 business days prior to meeting b. Attend monthly meetings of Directors of Industry (led by Membership Chair), Conference Committee (led by Conference Co-Chairs), and Marketing Committee (led by Marketing Chair) 	Monthly
2. Solicit new members and sponsors	a. Give input on new membership and sponsorship target numbers	Beginning of fiscal year
	<ul style="list-style-type: none"> b. Work with Education Chair, Conference Program Chair, and Immediate Past Conference Program Chair to identify groups, individuals, and associations to solicit c. Instruct and guide new members and sponsors through the benefits of membership or sponsorship d. Coordinate with Education Chair, Marketing Chair, Conference Program Chair, and Immediate Past Conference Program Chair to ensure affiliate members and conference sponsors receive their benefits in a timely manner 	Ongoing
3. Retain members and sponsors	a. Maintain up-to-date renewal letter with benefits of affiliate membership and sponsorship (supply to Membership Chair)	Beginning of fiscal year
	<ul style="list-style-type: none"> b. Send out personal welcome email letters to new and returning affiliate members and sponsors c. Personal (phone) follow up for expiring or lapsed affiliate members and sponsors, make every effort to salvage affiliate membership / sponsorship, address any concerns and identify solution to retain 	Monthly

	affiliate membership / sponsorship	
4. Promote member and sponsor networking	a. Participate in conference, training, and promotional activities to create buzz for the NRWA events and encourage participation	Ongoing
5. Member and sponsor satisfaction	a. Address member and sponsor inquiries within 48 hours of receipt; escalate unresolved issues to Membership Chair, Conference Program Chair, Immediate Past Conference Program Chair, or Education Chair	Ongoing
6. Newsletter contribution	a. Solicit member feedback and successes for monthly newsletter per newsletter schedule; edit for brevity and compile information into article	Bi-annually
7. Reporting	a. Provide monthly affiliate membership and sponsorship report to Membership Chair prior to scheduled Director of Industry meetings	Monthly
8. Carry out special requests	a. Perform duties assigned by President and Executive Board	As requested

Average Time Commitment to Position: 8-10 hours per month, with the majority of the work occurring near the time of board meetings, committee meetings and industry rep meetings.

Expectations: Attend at least 75% of the board meetings during term of service and complete the duties above in partnership with the Board and administrative team. Strongly encouraged to attend the annual conference.

Immediate Past Conference Program Chair (1-year term): Sits as voting member of the Executive Board to provide continuity and historical insights. Trains and oversees incoming Conference Program Chair during the transition period. Co-leads the conference committee with the Conference Program Chair. Provides advice and support in recruitment of conference committee and speakers.

IMMEDIATE PAST CONFERENCE PROGRAM CHAIR

Duty	Tasks	Timeframe
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1. Attend monthly board meetings	<ul style="list-style-type: none"> a. Attend monthly meetings of the Board of Directors b. Submit written report about chair activities to Secretary 8 business days prior to meeting c. Contribute to board discussions and decisions (chair is a voting position) at monthly meetings. 	Monthly
2. Committee leadership	a. Supports incoming Program Conference Chair in working with board to recruit for Conference Program Committee and set monthly meeting times	October - November
	b. Co-lead committee meetings	Ongoing
3. Call for proposals	a. Brainstorm branding for conference with incoming chair and committee	October - November
4. Program outline and speaker selection	<ul style="list-style-type: none"> a. Support development of program outline and format b. Advise and support incoming chair in sourcing keynote speakers and negotiating terms of participation c. Assist in launching December Early Bird registration d. Review and update conference program manual to reflect new policies and practices 	November - December
5. Communicate with speakers	a. Advise and support chair as needed to process speaker agreements, clarify processes, and conduct pre-event planning	December - August
6. Provide resource(s)	a. Support any ongoing needs of chair, conference committee, and association management team with advice and counsel	On-going or as-needed

Average Time Commitment to Position: 6-10 hours per month, with more hours required from November through January while recruiting speakers and coordinating speaker contracts.

Expectations: Attend at least 75% of the board meetings during term of service and complete the duties above in partnership with the Board, Treasurer, and Administrative Team.

Conference Program Chair (appointed 1-year term): Promotes the NRWA mission through the annual conference, co-leading the conference committee with the Immediate Past Conference Program Chair. Recruits the conference committee with the conference logistics chair, leads efforts to recruit and select speakers for the conference, and coordinates with the Certification Chair to ensure annual conference qualifies for 10 credits toward the NCRW.

CONFERENCE PROGRAM CHAIR

Duty	Tasks	Timeframe
1. Board duties	<ul style="list-style-type: none"> a. Attend monthly meetings of the Board of Directors b. Submit written report about chair activities to Secretary 8 business days prior to meeting c. Contribute to Board discussions and decisions (chair is a voting position) at monthly meetings 	Monthly
2. Committee leadership	<ul style="list-style-type: none"> a. Work with board and Immediate Past Conference Program Chair to recruit for Conference Committee and set monthly meeting times 	October
3. Call for proposals	<ul style="list-style-type: none"> a. Brainstorm themes for conference with committee b. Send out ‘Call for Proposals’ * 	October - November
4. Program outline and speaker selection	<ul style="list-style-type: none"> a. Work with committee to create a list of potential sessions and speakers b. Determine the format of the event (breakouts, panels, general sessions, etc.) reversed c. Contact potential keynote speakers <ul style="list-style-type: none"> i. Negotiate fees based on budget; solidify topic ii. Negotiate terms of participation iii. Establish method of payment to speakers (suggest flat fee with NRWA arranging travel and paying difference to speaker) d. Work with Certification Chair to ensure program meets requirements for 10 CE credits e. Launch December Early Bird registration 	November - December
5. Finalize contracts and communicate with speakers	<ul style="list-style-type: none"> a. Communicate closely with speakers b. Send out rejection notices before speaker agreement and posting the program on the web site <ul style="list-style-type: none"> i. Coordinate signing of speaker agreements* ii. Coordinate travel for keynote speakers* iii. Clarify objectives for all sessions, as needed 	December - January
6. Coordinate program	<ul style="list-style-type: none"> a. Collaborate with Marketing Chair to create recruitment messages focused on speakers 	December - August

arrangements and assist with speaker-related marketing	<ul style="list-style-type: none"> b. Coordinate with Education Chair to conduct complimentary speaker webinars c. Coordinate review and approval of presentation content and slides; ask speakers to create a streamlined version for handouts as needed; work with Certification Chair to ensure presentations meet CE credits requirements 	December
7. Communicate with speakers about logistics	<ul style="list-style-type: none"> a. Communicate audio visual (AV) provisions b. Outline other logistics if needed 	May
8. Door prizes	<ul style="list-style-type: none"> a. Recruit volunteers or lead committee to gather and organize door prizes to be given away at the conference 	April-August
9. Pre-event speaker details	<ul style="list-style-type: none"> a. Double check travel plans with speaker* c. Make sure speakers register d. Work with association management team to finalize handouts, CE credits and evaluation so they can be compiled into binder e. Provide association management team with AV needs and ensure volunteers are set to introduce speakers f. Coordinate gift for speakers g. Coordinate with Treasurer to ensure on-site payment for keynote speakers* 	3-4 weeks before event
10. On-site speaker management	<ul style="list-style-type: none"> a. Coordinate with Treasurer to ensure on-site payment for keynote speakers b. Introduce speakers or recruit volunteers as needed c. Assist with AV or other speaker issues or recruit volunteers as needed 	Day of event
11. Post-event speaker needs	<ul style="list-style-type: none"> a. Process speaker evaluations and share results with board and speakers 	One-two weeks after event
12. Knowledge transfer	<ul style="list-style-type: none"> a. Identify potential members for Program Chair-elect role 	January to March
	<ul style="list-style-type: none"> b. Transfer materials and knowledge to new chair 	July-December

Average Time Commitment to Position: 6-10 hours per month, with more hours required from November through January while recruiting speakers and coordinating speaker contracts.

Expectations: Attend at least 75% of the board meetings during term of service and complete the duties above in partnership with the Board and administrative team. Expected to attend the annual conference, barring an urgent unforeseen event.

Education Chair (appointed 1-year term): Oversees development and execution of educational offering to fulfill the NRWA’s educational mission. Recruits speakers and coordinates monthly teleseminars, obtaining approval for CE credits toward the NCRW from the Certification Chair. Works with administrative staff and Marketing Chair to promote, record, evaluate, and expand offerings. Provides oversight for maintenance of the online training program in coordinating with the Certification Chair.

EDUCATION CHAIR

Duty	Tasks	Timeframe
1. Board duties	<ul style="list-style-type: none"> a. Attend meetings and solicit the board for ideas to improve educational offerings b. Submit written report about chair activities to Secretary 8 business days prior to meeting c. Contribute to Board discussions and decisions (chair is a voting position) during meetings 	Monthly starting August before official term
2. Maintain the NRWA mission of providing educational opportunities to members	a. Facilitate and record teleseminars and webinars, including advance distribution of seminar materials to attendees	Monthly
	b. Collaborate with board and membership to develop topics and source presenters	Ongoing
	c. Schedule presenters, execute presenter contracts, and acquire W9 and synopsis	Ongoing
	d. Work with association management team to resolve member service issues	As needed **
	e. Work with IT Chair to resolve technical issues and deploy new technologies	As needed
	f. Collaborate with Marketing Chair to promote seminars and annual conference	Ongoing
	g. Solicit and analyze attendee feedback to enhance member value and experience	Ongoing
	h. May sit on the conference committee	Monthly or as

	and provide input to align conference program with education plan	needed
3. Prepare reports and budget	a. Review and adjust the proposed education budget for board approval	Annually
	b. Identify potential members for Education Chair role	January
4. Knowledge transfer	a. Meet with incoming Education Chair one-on-one to transfer knowledge	As needed
	b. Transition records to incoming Education Chair in a timely manner	August - January

Average Time Commitment to Position: 6-10 hours per month, with the majority of the work occurring near the time of seminars. Board meetings are typically 1.5 hours. Teleseminars and webinars can take 2-4 hours per month.

Expectations: Attend at least 75% of the board meetings during term of service and complete the duties above in partnership with the board and administrative team. Attendance at annual conference is strongly encouraged.

Marketing Chair (appointed 1-year term): Leads the marketing committee comprised of Directors of Industry and other volunteers in developing, coordinating, and executing a comprehensive marketing and public relations strategy to promote the NRWA to consumers, the business community, and the media. Provides oversight for the NRWA social media efforts, website, public relations, and newsletter. Collaborates with Technology Chair to develop and execute website vision and maintenance.

MARKETING CHAIR

Duty	Tasks	Timeframe
1. Board duties	<ul style="list-style-type: none"> a. Attend monthly meetings of the Board of Directors b. Submit written report about chair activities to Secretary 8 business days prior to meeting c. Contribute to Board discussions and decisions (chair is a voting position) at monthly meetings 	Monthly starting August before official term
2. Lead marketing committee	<ul style="list-style-type: none"> a. Recruit and lead marketing committee of up to 5 Directors of Industry or their designates and other volunteers b. Hold meetings with committee and track attendance/participation for benefits c. Engage committee in participating in conference marketing, general marketing, and social media efforts d. Delegate marketing duties to committee members assisting in various marketing areas including, but not limited to 1) newsletter development, 2) new member development, 3) public relations/community management, 4) social media 	Monthly

	marketing, 5) website/content development, and 6) conference marketing.	
3. Coordinate with education and conference chairs to advertise webinars and conference	<ul style="list-style-type: none"> a. Consult with chairs to determine timeline to advertise webinars and conference * b. Work closely with board and admin team to identify 'marketing list c. Coordinating receiving marketing collaterals from Education/Conference Chairs to advertise event d. Create direct marketing email campaigns according to timeline e. Advertise/market all events via LinkedIn Group, Facebook page, and other social media (Twitter, Google +, Pinterest, etc.) * 	<p>Monthly for webinars</p> <p>December – September for conference</p>
4. Manage LinkedIn Group, Facebook account, and Twitter feed	<ul style="list-style-type: none"> a. Log-in and update LinkedIn Group as necessary. b. Evaluate and approve all requests for new members (who need to be in the industry but not members) * c. Send welcome email to new LinkedIn group members, Facebook likes, and Twitter followers, inviting them to join the NRWA, if not already a member * d. Post regularly on all social media platforms * 	At least once per week
5. Participate in membership recruitment efforts	<ul style="list-style-type: none"> a. Assist membership recruitment initiatives with Membership Chair and/or Industry Representatives 	Ongoing
6. Collect content and coordinate logistics for newsletter.	<ul style="list-style-type: none"> a. Solicit articles from members through general member emails and targeted outreach. * b. Set schedule for executive greetings for board members and industry representative reports and communicate to board 	November – December for next year and ongoing
	<ul style="list-style-type: none"> c. Collect and collate articles, coordinate with Written Communications Chair and send final draft to President before sending newsletter to association management team for distribution to members 	Monthly
7. Member Article library & RSS Feed	<ul style="list-style-type: none"> a. Copy newsletter member, marketing, and NCRW articles and transfer to the members article library b. Maintain the members RSS feed and solicit new feeds every 6 months 	Monthly
8. Knowledge transfer	<ul style="list-style-type: none"> a. Identify potential members for Marketing-elect role 	July – October
	<ul style="list-style-type: none"> b. Transfer materials and knowledge to new chair. Materials to transfer include: all social media profile logins, where to find important marketing documents, automation procedures, and social media management software navigation 	October

* Denotes suggested responsibility for committee member

Average Time Commitment to Position: 8-12 hours per month, with the majority of the work occurring near the time of the Board Meetings and Industry Rep meetings.

Expectations: Attend at least 75% of the board meetings during term of service and complete the duties above in partnership with the Board and administrative team. Strongly encouraged to attend annual conference.

Written Communications Chair (appointed 1-year term): Leads the written communications committee, comprised of volunteers, to receive and review all written communications materials in order to focus on improving the accuracy of language, flow and overall readability, as well as checking for grammar, spelling and punctuation.

WRITTEN COMMUNICATIONS CHAIR

Duty	Tasks	Timeframe
1. Board duties	<ul style="list-style-type: none"> a. Attend monthly meetings of the Board of Directors b. Submit written report about chair activities to Secretary 8 business days prior to meeting c. Contribute to Board discussions and decisions (chair is a voting position) at monthly meetings d. Write one executive greeting per year for newsletter 	Monthly starting August before official term
2. Lead written communications committee	<ul style="list-style-type: none"> a. Hold meetings with volunteer committee and track attendance/participation for benefits b. Delegate proofreading duties to committee members and follow up on assignments, granting final approval on each assignment 	Monthly As required
3. Coordinate with other Board chairs	<ul style="list-style-type: none"> a. Consult with chairs and admin team to determine proofreading needs and timelines b. Coordinate with conference program chair and marketing chair on conference promotions and program materials 	Ongoing December – September
4. Assistant Editor	<ul style="list-style-type: none"> a. Recruit and train assistant editor to perform initial or final editing of documents b. Coordinate with Assistant Editor to resolve issues/questions. pertaining to assignments 	Ongoing
5. Proofreaders	<ul style="list-style-type: none"> a. Assign documents for review in order to correct grammatical, spelling, typographical, and formatting errors and complete within deadlines b. Coordinate with proofreaders to resolve 	Ongoing Ongoing

	issues/questions. pertaining to assignments	
6. Knowledge transfer	a. Identify potential members for Written Communication-elect role	July – October
7. Types of Written Communications Reviewed	<p>Electronic communications</p> <ul style="list-style-type: none"> i. NRWA newsletter ii. NRWA webpage additions and updates iii. Webinar/training announcements iv. Business announcements/email campaigns (e.g., board election notices, ROAR competition notices, training announcements) v. Surveys <p>Documents for limited/targeted distribution</p> <ul style="list-style-type: none"> i. Press releases ii. Contracts/letters of agreement iii. B2B correspondence (e.g., board member correspondence with affiliate partners, other associations, vendors, business partners) iv. Certificates and awards v. SOPs <p>Complex communications/large-scale projects</p> <ul style="list-style-type: none"> i. New website, prior to launch ii. New or revised webpages iii. Conference communications iv. Call for presenters v. Presenter proposals vi. Presenter contracts vii. Email marketing/information campaigns viii. Conference agenda ix. Presenter materials (e.g., PowerPoint decks and handouts) 	

Average Time Commitment to Position: 8-10 hours per month, with additional hours negotiated for large projects, such as the annual conference and website additions/revisions.

Expectations: Attend at least 75% of the board meetings during term of service and complete the duties above in partnership with the Board and administrative team. Strongly encouraged to attend annual conference.

Technology (IT) Chair (appointed 1-year term): Provides maintenance and technical support for website(s), teleseminars, and other technologies that support member services and communication. Recommends improvements and technologies to add value and enhance member experiences.

TECHNOLOGY (IT) CHAIR

Duty	Tasks	Timeframe
1. Serve on advisory board	a. Attend monthly meetings of the Board of Directors	Monthly
	b. Submit written activity report to Secretary 8 days prior to meeting	
2. Manage websites and technologies	a. Participate in vision and planning for main website and training website	Ongoing
	b. Coordinate with other board members to update website areas associated with conference, education, certification, membership, etc.	
	c. Liaise with website development and maintenance vendors as needed to coordinate upgrades and resolve problems	
	d. Recommend changes or upgrades to improve member experience and communication per e-list, teleseminars, webinars, and other technologies	
3. Provide technical support	a. Collaborate with other board members and the association management team to resolve technical issues and user problems related to main website, training website, e-list, webinars, and other technologies	As needed
	b. Work directly with members to resolve user problems	
	c. Coordinate the technical components of the judging process for ROAR writing contest with the association management team	
	d. Records teleseminars or webinars when Education Director is unable to do so.	
4. Other duties	a. Work with Ethics Chair to notify third-party providers of fraudulent use of The NRWA the NRWA name, certifications, or logo	As needed

Average Time Commitment to Position: 8-10 hours per month.

Expectations: Attend at least 75% of the board meetings during term of service and complete the duties above in partnership with the Board and administrative team. Strongly encouraged to attend annual conference.

Certification Commission Chair (appointed 1-year term): The certification chair oversees all aspects of certification testing, standards development, online training, Study Guide maintenance, mentoring program(s), certification committee recruiting, and content creation for certification-related aspects of the website. The certification chair also promotes certification

program to NRWA members, and serves as advocate for certified members.

CERTIFICATION CHAIR

Duty	Tasks	Timeframe
1. Board duties	<ul style="list-style-type: none"> a. Attend monthly meetings of the Board of Directors b. Submit written report about chair activities to Secretary 8 business days prior to meeting c. Contribute to Board discussions and decisions (chair is a voting position) at monthly meetings 	Ongoing during 1-year term
2. Promote the certification program	<ul style="list-style-type: none"> a. Answer questions about the NCRW process and requirements from current and potential members b. Coordinate with marketing chair when appropriate to announce new NCRWs c. Contribute newsletter articles and attend conferences, teleseminars, etc. to raise visibility of the program d. Coordinate with marketing chair to promote and market the NCRW program to members.” Also “Coordinate with marketing chair and the Public Image Committee to improve public awareness of the NCRW.” 	Ongoing
	<ul style="list-style-type: none"> e. Provide certification information and materials at the annual conference 	September
3. Manage the Certification Commission	<ul style="list-style-type: none"> a. Coordinate the panel of NCRW Graders, recruiting, training, and coaching new graders as needed b. Maintain the Advisory Board of industry leaders, and check in with Board regularly for information on industry trends, Study Guide updates, etc. 	Ongoing
4. Maintain the Study Guide and other materials	<ul style="list-style-type: none"> a. Keep the Study Guide up-to-date b. Maintain and update other certification materials, including Grader Guidelines, Grading Sheets, legal papers for NCRW Exam, and related documents 	Ongoing
5. Determine CE credits	<ul style="list-style-type: none"> a. Ensure the annual conference contains enough sessions on resume writing to warrant 10 CE credits for attendance b. Review books published by NCRWs and NCRW candidates to determine CE credits c. Review materials and documentation related to training, presentations, and other CE credits-eligible activities to determine how many CE credits are awarded 	
6. Maintain certification pages of the NRWA website	<ul style="list-style-type: none"> a. Coordinate with the administrative manager and Technology Chair to maintain and update the certification pages of the NRWA website, including the process, CE credits requirements, recommended 	

	books, samples, and other related items	
7. Maintain online training program	<ul style="list-style-type: none"> a. Review and update segments of the online training program to ensure materials are aligned with best practices and the Study Guide b. Respond to questions from members regarding confusing/incorrect questions c. Release new segments as needed 	
8. Record keeping and administration	<ul style="list-style-type: none"> a. Coordinate with association management team to track CE credits for NCRWs and NCRW candidates b. Coordinate with association management team to communicate with active NCRWs regarding renewals, CE credits requirements, and membership c. Coordinate with association management team to prepare certificates 	
	d. Develop annual budget	January
	<ul style="list-style-type: none"> a. Coordinate administrative team/association management team in receiving and distributing sample submissions and exams to graders**; troubleshoot issues as needed b. Receive graded samples and exams; review/edit comments c. Confirm pass/fail results of Part 1 of the exam d. Prepare final comments/recommendations for candidate, and notify candidates of decision e. Provide feedback to graders f. Answer candidates' questions about grader notes 	January
9. Administer submission and testing process	a. Provide personal training and mentoring of incoming replacement Certification Chair	Ongoing
10. Knowledge transfer	a. Provide personal training and mentoring of incoming replacement Certification Chair	As needed

Average Time Commitment to Position: 6-15+ hours per month, varying depending upon the number of sample submissions and exams.

Expectations: Attend at least 75% of the board meetings during term of service and complete the duties above in partnership with the Board and administrative team. Strongly encouraged to attend the annual conference, and to serve for multiple terms.

Directors of Industry (1-year term): The general membership is represented by Directors of Industry in four categories: 1) experienced business owners (5+ years); 2) new business owners (less than 5 years); 3) military/workforce/community career services; 4) college/university career services.

There will be six positions, distributed in accordance with membership demographics. An at-large representative may also be elected to champion special projects or membership needs (i.e. metro-area group development). The breakdown of the six positions will be determined by the Board each year prior to elections.

Directors of Industry (as part of the Board of Directors) vote on issues directly affecting the direction of the NRWA, including major financial and policy decisions, annual budget, dues pricing issues, organizational structure, long-term association policy, and endorsements. They receive the same benefits and are held to the same expectations as all other Board members.

Each Director of Industry will also serve on the marketing committee, focusing on one area of marketing identified by the Marketing Chair as being key to the overall marketing strategy. Directors of Industry may choose to recruit from the membership to fulfill this role in their stead, but appointees must be approved by Marketing Chair.

DIRECTORS OF INDUSTRY

Duty	Tasks	Timeframe
1. Meetings	<ul style="list-style-type: none"> a. Attend monthly meetings of the Board of Directors b. Contribute to Board discussions and decisions at monthly meetings c. Attend monthly meetings of Directors of Industry (led by Membership Chair) 	Monthly
2. Solicit new members	a. Give input on new-membership target numbers	Beginning of fiscal year
	b. Work with Membership Chair to identify groups, individuals, and associations to solicit	Ongoing
	c. Instruct and guide new members through the benefits of membership	Ongoing
3. Retain members	d. Provide membership information and materials through personal social media channels to maximize total reach	Ongoing
	a. Maintain up-to-date renewal letter with benefits of membership (supply to Membership Chair)	Beginning of fiscal year
	b. Send out personal welcome email letters to new and returning members	Monthly
	c. Personal (phone) follow up for expiring or lapsed members, make every effort to salvage membership, address any concerns and identify solution to retain membership	Monthly

4. Promote member networking	a. Hold regular meetings (at least quarterly) with members of your industry to encourage networking and information sharing among members, address topics of interest to them and answer questions	Monthly / Quarterly
	b. Participate in conference, training, and promotional activities to create buzz for the NRWA events and encourage member participation	Ongoing
5. Member satisfaction	a. Address member inquiries within 48 hours of receipt; escalate unresolved issues to Membership Chair	Ongoing
6. Newsletter contribution	a. Solicit member feedback and successes for monthly newsletter per newsletter schedule; edit for brevity and compile information into article	Bi-Annually
7. Provide membership report	a. Provide monthly membership report to Membership Chair prior to scheduled Director of Industry meetings	Monthly
8. Carry out special requests	a. Perform duties assigned by President, Executive Board, or Membership Chair	As requested
9. NRWA conference reception	a. Participate in the planning and execution of a fun, networking-focused welcome reception event at the annual NRWA conference	May - September
10. Marketing committee	a. Sit on Marketing Committee or recruit a volunteer representative to assist Marketing Chair, accepting a designated role identified by Marketing Chair as essential to overall marketing strategy (e.g. newsletter development, new member development, public relations, social media marketing, content development, conference marketing)	Ongoing
11. Knowledge transfer	a. Participate at the annual conference in formal training of new members of the Board of Directors. b. Provide personal training and mentoring of incoming replacement Director of Industry	Annually

Average Time Commitment to Position: 8-10 hours per month, with the majority of the work occurring near the time of the Board Meetings and Industry Rep meetings.

Expectations: Attend at least 75% of the board meetings during term of service and complete the duties above in partnership with the Board and administrative team. Strongly encouraged to attend the annual conference.

F. Committees

Standing committees include the marketing committee, certification commission / graders, the conference committee, the public image committee, and the written communications committee. The Executive Board may (by a majority vote) establish one or more ad-hoc committees to

report back to the Board on the matter(s) within the committee's jurisdiction. A quorum for the purpose of holding and acting at any meeting of a committee shall be a simple majority of the members thereof. Each committee of the Board shall serve at the pleasure of the Board. All actions and decisions of committees are under executive Board jurisdiction. Ad-hoc committee chairs are appointed by the President.

G. Association Management Team

The association management team (Bower Management) orchestrates administrative and operational efforts of the NRWA, serving under the direction of the President on behalf of the executive officers. The association management team implements the organization’s short- and long-term goals and programs, serves as resource to committee chairs, enhances the NRWA's credibility and visibility, and facilitates member growth and program development.

The association management team is hired by the executive officers and compensated by NRWA. The association management team's specific tasks supporting the Board of Directors and the NRWA are outlined in the job description and is reviewed annually.

The association management team shall coordinate most of the logistics of the annual conference (taking the place of the Conference Logistics Chair).

Duty	Tasks	Timeframe
1. Board duties	<ul style="list-style-type: none"> a. Attend monthly meetings of the Board of Directors b. Submit written activities report for Board review 	Monthly

<p>2. Choose venue based on location chosen by membership</p>	<p>a. Collect quotes from top venues and coordinate with member in the host city to look at site *</p> <p>b. Contact services to use on a commission basis to assist with negotiating costs (admin has details *)</p> <p>c. Quotes should include the following:</p> <ul style="list-style-type: none"> i. Site Fee (breakout rooms, room for vendors, opening reception space) ii. Parking iii. Food, including reception, breakfast, lunch, and potential snack and sodas at break iv. Audio visual (AV) equipment, including screen size, projector (can often bring our own) table, cords, podium, sound, etc. v. Internet vi. Linens, chairs, table set up vii. Service fees viii. Room rates for members, including details about room types available 	<p>August - September prior to following years' conference</p>
<p>3. Solidify initial contract</p>	<p>a. Obtain board approval of site contract</p> <p>b. Work with President to sign initial agreement with venue and with Treasurer to make deposit</p>	<p>September prior to following years conference</p>
<p>4. Coordinate online registration</p>	<p>a. Prepare proposed budget and registration fees and gain approval from board</p> <p>b. Coordinate with admin team to set-up and test all necessary features of online registration system</p> <p>c. Work closely with admin team to address any problems with registration</p> <p>d. Create on-line registration process on website</p>	<p>September prior to following years conference</p>
<p>5. Coordinate meetings</p>	<p>a. Work with Conference Program Chair and Immediate Conference Program Chair to create a schedule of monthly Conference Committee meetings</p> <p>b. Confirm a timeline and assignments</p>	<p>November</p>
<p>6. Set up special event</p>	<p>a. Research and secure reservations for special events in the conference location</p>	<p>January/February</p>
<p>7. Coordinate with sponsors</p>	<p>a. Coordinate after sponsors purchase to ensure delivery of benefits (President or their appointee(s) will solicit sponsors)</p> <p>b. Communicate logistics to sponsors before conference (set-up times, table size, shipping details, Wi-Fi/electricity, copy-ready advertising deadline, and notebook content)</p>	<p>February-August</p>

8. Finalize contract with venue Banquet Event Order (BEO)	<ul style="list-style-type: none"> a. Discuss all relevant needs with hotel event planner, agree, and sign BEO (or secure the President's signature) <ul style="list-style-type: none"> i. Ensure speaker AV and other needs are met (talk to speaker chair to confirm) * ii. Ensure food needs are met, including vegetarian, Jewish, vegan, and gluten free as needed * iii. Ensure proper set up, including conference areas, registration tables, break out rooms, signage, etc. iv. Coordinate clean-up with board members and hotel staff v. Ensure all fees are outlined in BEO 	August in year of conference
9. On-site volunteer management	<ul style="list-style-type: none"> a. Determine volunteer needs and work with committee to assign conference duties * 	Ongoing through conference
10. Manage participant check-in process	<ul style="list-style-type: none"> a. Work with admin team to prepare final list of attendees, nametags, and other materials for registration table* b. Manage day-of registration process * c. Work with admin to process day-of payments * 	2 weeks before event
11. Arrive early to check on venue	<ul style="list-style-type: none"> a. Arrive the day prior to the event to meet with venue event planner – make sure set up is as agreed upon b. Make sure hotel contact is accessible throughout conference for last minute needs* 	Day prior to event
12. Post-event reporting	<ul style="list-style-type: none"> a. Work with Treasurer to process payments to hotel and other vendors b. Finalize budget to share with board 	One week after event

H. CEU Administrator position deleted 10-17

I. Other Paid Contractors

Paid Contractors are to be determined by the Executive Board and hired on an as needed basis, to include, but not limited to conference coordinator, webmaster, newsletter editor.

J. Special License Policy for Webinars (approved by full board 9/16)

Corporate License: A non-member for-profit organization may purchase up to a maximum of three webinar licenses per calendar year at \$150 each. Each webinar license is good for one webinar and allows for unlimited internal use in a secure intranet platform and/or Learning Management System for the sole purpose of training its employees. The webinar may also be used in an internal closed meeting or learning environment. The organization's primary purchaser of the webinar must be a member in good standing of the NRWA. Failure to abide by terms of the license could result in permanent revocation of the organization's purchasing privileges, permanent revocation of the primary purchaser's membership, and potential legal action.

Nonprofit License: A local chapter of a nonprofit career development association or other local, regional, or national nonprofit organization with fewer than 50 members/employees providing career transition services/guidance to the community may purchase up to a maximum of three webinar licenses per calendar year for \$50.00 each. Each webinar license is good for one webinar and allows for unlimited internal use in a closed meeting or learning environment. The nonprofit organization's primary purchaser of the webinar must be a member in good standing of the NRWA. Failure to abide by terms of the license could result in permanent revocation of the organization's purchasing privileges, permanent revocation of the primary purchaser's membership, and potential legal action.