

Introduction

This *Governance Manual* was first prepared in 1995 in response to the growing needs and complexity of conducting the organizational business of the POD Network. As the scope of activities, programs, committees, and practices have developed or changed, revisions have been made in accord with the policies.

Our bylaws, mission statement, and policies and procedures exist to guide the officers, executive director, the Core Committee, and Chairs of the standing committees in conducting the business of the organization and facilitating its efficient conduct from year to year. These documents are regularly reviewed to assure their accuracy and relevance.

Any member of the POD Network may bring recommendations for changes to this *Governance Manual* forward at any time. They should be submitted to the current President and will be reviewed by the Governance Committee. If recommended for adoption by the Governance Committee, changes will be considered for final adoption by the Core Committee.

The present version was approved at the March 2006 meeting of the Core Committee of the POD Network and formally amended on August 29, 2008.

Mathew Ouellett
Past President, 2008-09
Chair, Governance Committee

Hoag Holmgren
Executive Director

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This section of the *Governance Manual* describes PROCEDURES adopted by the Core Committee and other standing committees in order to implement the Bylaws and Policies and to carry out the work of the organization. Procedures may be changed as needed, as long as they remain consistent with the Bylaws and Policies.

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Section I: BYLAWS OF THE PROFESSIONAL AND ORGANIZATIONAL DEVELOPMENT NETWORK IN HIGHER EDUCATION

ARTICLE I: CORPORATE NAME, PRINCIPAL OFFICE, AND SEAL

Section 1. Name of the Corporation. The name of the corporation is the Professional and Organizational Development Network in Higher Education, Inc. (also herein referred to as The POD Network), a self-governing organization incorporated under the laws of the State of Georgia as recorded and filed on July 20, 1998.

Section 2. Principal Office. The principal office of the POD Network shall be located at such address as the Core Committee may from time to time determine.

Section 3. Corporation Seal. The corporate seal shall have the name of the POD Network and also have inscribed thereon the words, "Corporate Seal, Valdosta, Georgia." The seal may be changed at the pleasure of the Core Committee.

Section 4. Corporate Purpose. The POD Network is a not for profit, tax-exempt corporation organized under the laws of the State of Georgia. The purpose for which the POD Network was organized is to be authorized to engage in any and all lawful activities permitted under the Georgia Nonprofit Corporation Code from time to time. The POD Network is more specifically to be operated exclusively for religious, charitable, scientific, testing for public safety, literary, or educational purposes, or for the prevention of cruelty to children or animals all as permitted under Code § 501 (c)(3). The POD Network shall generally carry out its purpose of support of such permissible activities by offering the following means of support only to qualified entities and/or persons: seminars and written materials to aid professional educators as such programs are allowable under Code § 503(c)(3). Without limiting the generality of the foregoing, it is the mission of the POD Network to foster human development in higher education through faculty, graduate student, instructional, and organizational development. The POD Network believes that people have value, as individuals and as members of groups. The development of students is a fundamental purpose of higher education and requires for its success effective advising, teaching, leadership, and management. Central to the POD Network's philosophy is lifelong, holistic, personal and professional learning growth, and change for the higher education community. The three purposes of the POD Network are:

- (a) To provide support and services for its members through publications, conferences, consulting and networking.
- (b) To offer services and resources to others interested in faculty and graduate student development.
- (c) To fulfill an advocacy role, seeking to inform and persuade educational leaders of the value of faculty, graduate student, instructional, and organizational development in the institutions of higher education.

Section 5. Dedication of Assets of Corporation. In the event of the total or partial liquidation or dissolution of the POD Network, the POD Network shall not distribute money or property which are in excess of its debts and liabilities to any individual, corporation or other institution. The POD Network may distribute money or property in partial or total liquidation to another organization which qualifies under Code § 501(c)(3), if such other organization is required to use such funds in a manner in keeping with the purpose of this Corporation and such distribution would not cause the

loss of the Code § 501(c)(3) exemption of this Corporation. Any such assets not so disposed of shall be disposed of by a court of competent jurisdiction of the county in which the principal office of the organization is then located, exclusively for such purposes. Notwithstanding anything in these Bylaws or the Articles of Incorporation to the contrary, the POD Network, acting by and through its officers, directors and members shall not engage in any activity, either in the name of the POD Network or by utilizing any funds or property of the POD Network, which would be in violation of the purpose and/or intent of section 501(c)(3) of the Internal Revenue Code of 1986, as amended to date, and including any subsequent amendments thereto or any successor sections thereof, including, but not exclusively, the following specific prohibitions:

- (a) enter into any organization, whether by formation, purchase or contribution or other form of ownership, whose purpose is pecuniary gain or profit; and
- (b) cause the POD Network to issue, sale, trade or cause any security (such as shares, participation interests, stocks, bonds, options, warrants or other instrument) for the purpose of transferring any property of this Corporation for pecuniary profit or gain, except that the POD Network may sell, pledge or exchange any of the assets of this Corporation for the sole purpose of acquiring new assets to be used in the furtherance of the purposes of this Corporation or for the payment of operational expenses; and
- (c) to distribute money or property to any individual, corporation or other institution in the form of a distribution of profits or dividend, except that the POD Network may distribute money or property to another organization which qualifies under section 501(c)(3) of the Internal Revenue Code of 1986, as amended to date, and including any subsequent amendments thereto or any successor sections thereof, if such other organization is required to use such funds in a manner keeping with the purpose of this Corporation and such distribution would not cause the loss of the 501(c)(3) exemption of this Corporation, if any, or of the organization receiving the funds; and
- (d) to distribute money or property in partial or total liquidation of this Corporation to any individual, corporation or other institution, except that the POD Network may distribute money or property in partial or total liquidation of this Corporation to another organization which qualifies under section 501(c)(3) of the Internal Revenue Code of 1986, as amended to date, and including any subsequent amendments thereto or any successor sections thereof, if such other organization is required to use such funds in a manner in keeping with the purpose of this Corporation and such distribution would not cause the loss of the 501(c)(3) exemption of this Corporation, if any, or of the organization receiving the funds; and
- (e) to utilize any money, property, facilities, employees or the income of the POD Network to engage in any attempt to influence legislation or participate in any political campaign on behalf of any candidate or political party seeking nomination or election to any public office; and
- (f) to utilize the name of the POD Network, any money, property, facilities, employees, or income of the POD Network to carry on any activity which:
 - (i) is not permitted to be carried on by an organization exempt from federal and/or state income taxation or the corresponding provision of any future United State Internal Revenue Law or State of Georgia Revenue Law; or
 - (ii) is not permitted to be carried on by an organization to which the contributions are deductible under section 170(c)(2) of the Internal Revenue Code of 1986, as amended to date, and including any

subsequent amendments thereto or any successor sections thereof; and
 (g) any other provisions of this instrument notwithstanding, the directors, officers and/or members will not engage in any act of self-dealing as defined in section 4941(d) of the Internal Revenue Code, or corresponding section of any future federal tax code.

ARTICLE II: CORE COMMITTEE AND EXECUTIVE COMMITTEE

Section 1. Powers. The activities, affairs and property of the POD Network shall be managed, directed, controlled by, and vested in, a Board of Directors (hereinafter referred to as the Core Committee).

Section 2. Number of Core Committee Members. The number of Core Committee members shall be no fewer than that required by law and no more than 18 persons, including the President, President Elect, and Past President. Additionally, the Executive Director is an ex-officio, non-voting member of the Core Committee. Each Core Committee member shall hold office until he/she resigns, is removed, or until his/her successor has been elected. Core Committee members need not be residents of the State of Georgia, but they must have been members of the POD Network for at least three years prior to their election.

Section 3. Election of Core Committee Members. Core Committee members are to be elected for three-year terms by a vote of the membership. Elections shall be conducted by mail or email ballot. Those candidates receiving the largest number of votes will be declared elected. In the case of a tie or ties, the Executive Committee shall make the choice. Nominations for the position of Core Committee member will be made by self-nomination from the membership. Incumbent members of the Core Committee must sit out at least one year before nominating themselves for an additional term. Newly elected Core Committee members take office at the close of the annual spring meeting or by March 31 if there is no spring meeting.

Section 4. Executive Committee. An Executive Committee shall have and exercise the authority of the Core Committee in the intervals between the meetings of that body. The President shall serve as Chair of the Executive Committee. The Executive Committee shall be composed of the President, the Past President, the President Elect, the Chair of the Finance and Audit Committee and the Executive Director as an ex-officio non-voting member.

Section 5. Regularly Scheduled Meetings. The Core Committee shall hold an annual meeting at the organization's annual conference, or at some other place and time as the Core Committee shall previously determine, at which time they will handle such business as may properly come before the Core Committee. There may also be an annual spring meeting if deemed necessary. Attendance at any Core Committee meeting may be by personal attendance or may take the form of teleconference calls or electronic meetings via the internet or other real time computer and/or phone line linkage, as determined and accepted by the Core Committee.

Section 6. Special Meetings. Special meetings of the Core Committee may be called by or at the request of the President or any group of five Core Committee members. Special meetings may be in person or may take the form of teleconference calls or electronic meetings via the internet or other real time computer and/or phone line linkage”.

Section 7. Place, Form and Notice of Meetings. The persons authorized to call special meetings of the Core Committee may select any location or format for the special meeting, provided that a written or electronic notice of the special meeting shall be given at least 7 days prior to the date of the meeting to all members of the Core Committee.

Section 8. Quorum. A simple majority of the members of the Core Committee shall constitute a quorum.

Section 9. Manner of Acting. The act of a majority of the Core Committee members present at a meeting at which a quorum is present shall be the act of the Core Committee.

Section 10. Vacancies. Any vacancy in the Core Committee may be filled by a majority vote of the members of the Core Committee. Candidates to fill the vacancy for the duration of term shall be suggested by the Nominations and Elections Committee. This action can be taken at a regularly scheduled meeting, by mail ballot, or by electronic means.

Section 11. Removal. “A Core Committee member may be removed from the Core Committee for cause. If such an action is being brought before the Core Committee, the member (and the Core Committee as a whole) shall receive certified written notification of cause at least seven days prior to the meeting during which removal is on the agenda. That meeting may be either a special, face-to-face meeting called expressly for that purpose or a regularly scheduled face-to-face meeting. A 2/3 majority vote of the Core membership is required for removal.

Core Committee members who miss two consecutive regularly scheduled Core Committee meetings will automatically be removed from the Core Committee except when a special exemption from removal is made by the Executive Committee.”

Section 12. Committees. The President or the Core Committee, by resolution adopted by a majority of the Core Committee members in office, may designate and approve one or more committees, each of which shall consist of at least one Core Committee member plus additional persons drawn from the general membership . These committees, unless excepted in said resolution, shall be responsible to the Core Committee and shall report to the core liaison indicated in the Governance Manual under the portfolios of the President, Past President, and President Elect.

ARTICLE III: OFFICERS AND EXECUTIVE DIRECTOR

Section 1. Number. The officers of the POD Network shall be a President, Past-President, and President Elect. The President Elect is elected by the Core Committee and these three officers then succeed to the next position at the completion of their term. Such other officers and assistant officers as may be deemed necessary may be elected or appointed by the Core Committee. An officer may not be re-elected to serve successive terms. Officers must be members of the POD Network and must have served on the Core Committee within the last five years to be eligible for election.

Section 2. Election and Term of Office. The officers of the POD Network to be elected by the Core Committee shall be elected annually at one of the annual

meetings of the Core Committee or by written or electronic ballot. The officers will assume responsibilities of office at the close of the spring Core Committee meeting or March 31st if there is no spring Meeting.

Each officer shall hold office through the term of office, i.e., until a successor has been duly appointed or elected or until he/she resigns or shall have been removed from office in the manner hereinafter provided. In circumstances such as a vacancy in any office because of death, resignation, removal, disqualification or otherwise, the Core Committee can extend a term through the unexpired portion. This action can be taken at a regularly scheduled meeting, by mail ballot, or by electronic means.

Section 3. Removal of Officers. Any officer or agent elected or appointed may be removed by the 2/3 majority vote of the Core Committee whenever in their judgment the best interests of the POD Network will be served thereby, but such removal shall be without prejudice to the contract rights, if any, of the person so removed. Appointment of an officer or agent shall not itself create contract rights.

Section 4. Vacancies. A vacancy in any office because of death, resignation, removal, disqualification or otherwise, may be filled by the Core Committee for the unexpired portion of the term. Candidates to fill the vacancy shall be suggested by the Nominations and Elections Committee. This action can be taken at a regularly scheduled meeting, by mail ballot, or by electronic means.

Section 5. Executive Director. The Core Committee shall appoint the Executive Director. The Executive Director is responsible for those duties written and approved by the Core Committee. The title of Executive Director refers to the role and functions associated with the position. The duties and responsibilities of the Executive Director may be shared by two or more individuals; in this situation, one person will be designated as having primary responsibility.

The Executive Director shall serve as a non-voting, ex-officio member of the Core Committee, the Executive Committee, and the Finance & Audit Committee. The Executive Director shall be paid by the POD Network as an independent contractor and shall report to the President. An annual evaluation of the Executive Director's performance shall be carried out by the President, in collaboration with the Past President, the President-Elect and the Core Committee. Negotiations with the Executive Director for a new contract and a new contract fee will be carried out by the Core Committee in collaboration with the Finance & Audit Committee. The President is responsible for signing contracts, writing letters to the Executive Directors, and signing pay checks.

ARTICLE IV: MEMBERS

Section 1. Membership and Classes of Members. Any person interested in the purposes and objectives of the organization may become a member upon payment of dues as provided for in the Bylaws. The classes of membership shall be determined by the Core Committee to best attain the objectives of the organization. The criteria for membership will be any person interested in furthering the purposes for which the POD Network was formed, regardless of race, ethnicity, gender, nationality, sexual orientation, religion, physical ability, age, or socioeconomic status. Nothing contained herein to the contrary withstanding, no member will gain any legal, equitable or proprietary rights whatsoever to any of the assets of the POD Network, instead all memberships will be positions of service.

Section 2. Dues. The amount of dues per year shall be based upon a

recommendation by the Membership Committee, the Finance and Audit Committee, or the Executive Committee. It will be established by a simple majority vote of the Core Committee.

Section 3. Membership Year. The membership year shall be as determined by the Core Committee.

Section 4. Member Benefits. The Core Committee may designate the benefits of membership, including subscriptions to such publications as may be determined by the Core Committee. The Core Committee shall publish information on types of membership, attendant privileges, dues, and publications.

Section 5. Members' Meeting. Provision shall be made for an open meeting to be held at each annual conference to review matters of policy and program priorities of the POD Network and to take action on all matters presented to it by the Core Committee.

Section 6. Quorum at Members' Meetings. A quorum at members' meetings shall consist of 10% of the total membership. For action to be taken at a meeting where a quorum is present, there must be a simple majority vote of those present and voting.

Section 7. Voting at Members' Meetings. (a) All members present at a member's meeting shall be able to vote on all matters presented to the members' meeting by the Core Committee. (b) Proxy voting shall not be allowed.

Section 8. Voting for Core Committee Members. (a) All members shall be eligible to vote in the election of Core Committee members. (b) Voting by mail and e-mail shall be allowed.

ARTICLE V: FISCAL YEAR

The fiscal year of the POD Network shall be as determined by the Core Committee.

ARTICLE VI: WAIVER OF NOTICE

Whenever any notice is required to be given to any Core Committee member of the POD Network under the provisions of these Bylaws or under provisions of the Articles of Incorporation, a waiver thereof in writing signed by the person or persons entitled to such notice, whether before or after the time stated therein, shall be deemed equivalent to the giving of such notice.

ARTICLE VII: LOANS

No loans shall be made by the POD Network to its directors or officers. The directors of a corporation who vote for or assent to the making of a loan to a director or officer of the POD Network, and any officer or officers participating in the making of such a loan, shall be jointly and personally liable to the POD Network for the amount of such loan until the repayment thereof.

ARTICLE VIII: MISCELLANEOUS

Section 1. Appointment of Agents. The President shall be authorized and empowered in the name and as the act and deed of the POD Network to name and appoint general and special agents, representatives and attorneys to represent the POD Network in the United States or any foreign county or countries and to name and appoint attorneys and proxies to vote any shares of stock in any other Corporation at any time owned or held of record by the POD Network, and to prescribe limits, and define the powers and duties of such agents, representatives, attorneys, and proxies and to make substitutions, revocation or cancellation in whole or in part of any power or authority conferred on any such agent, representatives, attorneys, and proxies and to make substitutions, revocation or cancellation in whole or in part of any power or authority conferred on any such agent, representative, attorney or proxy. All Powers of Attorney or instruments under which such agents, representatives, attorneys, or proxies shall be so named and appointed shall be signed and executed by the Executive Director or at their discretion the President, and the corporate seal shall be affixed thereto. Any substitution, revocation or cancellation shall be signed in like manner, provided always that any agent, representative, attorney, or proxy when so authorized by instrument appointing him/her may substitute or delegate his/her powers in whole or in part and revoke and cancel such substitution or delegation. No special authorization by the Core Committee shall be necessary in connection with the foregoing, but this By-Law shall be deemed to constitute full and complete authority to the officers above designated to do all the acts and things as they deem necessary or incidental thereto or in connection therewith.

Section 2. Indemnification. The POD Network shall indemnify its directors and officers as follows:

(a) Under the circumstances prescribed in paragraph (c) and (d) of this section, the POD Network shall indemnify and hold harmless any person who was or is a party or is threatened to be made a party to any threatened, pending or completed action, suit or proceeding, whether civil, criminal, administrative or investigative (other than by action by or in the right of the POD Network) by reason of the fact that he/she is or was a director, officer, employee or agent of the POD Network or is or was serving at the request of the POD Network as a director, officer, employee or agent of another Corporation, partnership, joint venture, trust or other enterprise against expenses (including attorney's fees) judgments, fines and amounts paid in settlement actually or reasonably incurred by him/her in connection with such action, suit or proceedings, if he/she acted in a manner he/she reasonably believed to be in or not opposed to the best interest of the POD Network and, with respect to any criminal action or proceeding, he/she had no reasonable cause to believe his/her conduct was unlawful. The termination of any action, suit or proceeding by judgment, order, settlement, conviction, or upon the plea of *nolo contendere* or its equivalent, shall not, of itself, create a presumption that the person did not act in a manner which he/she reasonably believed to be in or not opposed to the best interest of the POD Network, and with respect to any criminal action or proceeding, had reasonable cause to believe his/her conduct was unlawful.

(b) Under the circumstances provided in paragraph (c) and (d) of this section, the POD Network shall indemnify and hold harmless any person who was or is a party or is threatened to be made a party to any threatened, pending or completed action or suit by or in the right of the POD Network to procure a judgment in its favor by reason of the fact he/she is or was a director, officer, employee or agent of the POD Network, or is or was serving at the request of the POD Network, partnership, joint venture, trust or other enterprise, against

expenses (including attorney's fees) actually and reasonable incurred by him/her in connection with the defense or settlement of such action or suit, if he/she acted in good faith and in a manner he/she reasonably believed to be in or not opposed to the best interests of the POD Network, except that no eminent indemnification shall be made in respect of any claim, issue or matter as to which such person shall have been adjudged to be liable for negligence or misconduct in the performance of his duty to the POD Network unless and only to the extent to the Court in which such action or suit was brought shall determine upon application that, despite the adjudication liability but in view of all the circumstances of the case, such a person is fairly and reasonably entitled to indemnity for such expenses which the Court shall deem proper.

(c) To the extent that a director, officer, employee or agent of a corporation has been successful on the merits or otherwise in defense of any action, suit or proceeding referred to in paragraphs (a) and (b) of this section or in defense of any claim, issue or matter therein, he/she shall be indemnified against expenses (including attorney's fees) actually and reasonably incurred by him in connection therewith.

(d) Except as provided in paragraph (c) of this section and except as may be ordered by a Court, any indemnification under paragraphs (a) and (b) of this section shall be made by the POD Network only as authorized in the specific case upon a determination that indemnification of the director, officer, employee or agent is proper in the circumstances because he/she has met the applicable standard of conduct set forth in paragraphs (a) and (b). Such determination shall be made (1) by the Core Committee by a majority vote of the quorum consisting of directors who were not parties to such action, suit or proceeding, or (2) if such a quorum is not obtainable, or, even if obtainable, if a quorum of disinterested directors so directs, by the POD Network in a written opinion, or (3) by the affirmative vote of a majority of the shares entitled to vote thereon.

(e) Expenses incurred in defending a civil or criminal action, suit or proceeding may be paid by the POD Network in advance of the final disposition of such action, suit or proceeding as authorized by the Core Committee in the specific case upon receipt of an undertaking by or on behalf of the director, officer, employee or agent to repay such amount unless it shall ultimately be determined that he/she is entitled to be indemnified by the POD Network as authorized in this section.

(f) The indemnification provided by this section shall not be deemed exclusive of any other rights, in respect of indemnification or otherwise, to which those seeking indemnification may be entitled under any Bylaw or Resolution approved by the affirmative vote of the holders of a majority of shares entitled to vote thereon taken at a meeting the notice of which specified that such Bylaw or Resolution would be placed before the Members of the POD Network, both as to action by the director, officer, employee or agent and shall inure to the benefit of the heirs, executors and administrators of such a person.

(g) The POD Network may purchase and maintain insurance on behalf of any person who is or was a director, officer, employee or agent of the POD Network or is or was serving at the request of the POD Network as a director, officer, employee or agent of another corporation, partnership, joint venture, trust or other enterprise, against any liability asserted against him/her and incurred by him/her in any such capacity, or arising out of his status as such, whether or not the POD Network would have the power to indemnify him against such liability under the provisions of this section.

(h) If any expenses or other amounts are paid by way of indemnification, otherwise than by court order or by an insurance carrier pursuant to insurance maintained by the POD Network the POD Network shall, not later than the next biennial meeting of the Members of the POD Network, unless such meeting is held within three (3) months from the date of such a payment and, in any event, within fifteen (15) months from the date of such payment, send by first class mail to its members of the POD Network of record at the time entitled to vote for the election of directors, a statement specifying the persons paid, the amounts paid, and the nature and status at the time of such payment of the litigation or threatened litigation.

Section 3. Limitations on Salaries and Benefits. The POD Network is empowered to employ attorneys, real estate brokers, accountants, and other agents and employees, if such employment is deemed necessary for the purpose of the POD Network and to pay reasonable fees that are ordinarily paid such independent contractors and agents and salaries, wages, together with other fringe benefits or other forms of compensation (housing, transportation and other allowances) paid to or provided to the POD Network's employees, Officers and/or Directors as does not exceed a value which is reasonable and commensurate with the duties and working hours associated with such employment and with the compensation ordinarily paid persons with similar positions or duties.

Section 4: Strategic Planning. A strategic planning exercise will take place at least every seven years. At this time, the current Strategic Plan will be assessed and evaluated. Following this assessment, the mission statement of the organization will be re-evaluated and a new Strategic Plan will be developed.

ARTICLE IX: AMENDMENTS

The Bylaws of the POD Network may be altered or amended and new Bylaws may be adopted by the Core Committee of the POD Network at any annual or special meeting of the Core Committee of the POD Network. The above notwithstanding, the Bylaws of the POD Network may not be amended in any manner which makes the provisions thereof in contradiction to or in violation of Article One herein above, and specifically sections 4 and 5 thereof. These Bylaws may be altered, amended, or repealed and/or new Bylaws adopted by the Core Committee at any annual or special meeting, provided that two-thirds (2/3) of the members of the Core Committee present and voting ratify the proposed changes.

Approved and ratified the _____ day of _____, 1998.

Amended, October 14, 1998.

Amended, March 14, 2002.

Amended, March 14, 2003, by unanimous vote.

Amended, March 20, 2005, by unanimous vote.

Amended, March 25, 2006, by unanimous vote.

Amended, August 29, 2008, by two-thirds (2/3) majority vote.

Section II: Mission Statement

(As reviewed and amended by the Core Committee, March, 2003,
and finally accepted by the Executive Committee April, 2003)

Statement of Purpose

The Professional and Organizational Development Network in Higher Education is an association of higher education professionals dedicated to enhancing teaching and learning by supporting educational developers and leaders in higher education.

The Professional and Organizational Development Network in Higher Education encourages the advocacy of the on-going enhancement of teaching and learning through faculty, graduate student, instructional, and organizational development. To this end it supports the work of educational developers and champions their importance to the academic enterprise.

Vision Statement

During the 21st century, the Professional and Organizational Development Network in Higher Education will expand guidelines for educational development, build strong alliances with sister organizations, and encourage developer exchanges and research projects to improve teaching and learning.

Values

The Professional and Organizational Development Network in Higher Education is committed to

- personal, faculty, instructional, and organizational development;
- humane and collaborative organizations and administrations;
- diverse perspectives and a diverse membership;
- supportive educational development networks on the local, regional, national, and international levels;
- advocacy for improved teaching and learning in the academy through programs for faculty, administrators, and graduate students;
- the identification and collection of a strong and accessible body of research on development theories and practices;
- the establishment of guidelines for ethical practice; and
- the increasingly useful and thorough assessment and evaluation of practice and research.

Programs, Publications, and Activities

The Professional and Organizational Development Network in Higher Education offers members and interested individuals the following benefits:

- an annual conference designed to promote professional and personal growth, nurture innovation and change, stimulate important research projects, and enable participants to exchange ideas and broaden professional networks;
- an annual membership directory and networking guide;
- publications in print and in electronic format; and
- access to the POD website and Listserv.

Section III. MANUAL OF ORGANIZATIONAL STRUCTURE, DUTIES, AND POLICIES

This section of the *Governance Manual* describes POLICIES adopted by the Core Committee in order to implement the Bylaws and to carry out the work of the organization. Policies may be changed by a simple majority of the Core Committee, in a regular or special meeting or in electronic consultation. Policies must be consistent with the Bylaws.

Officers

This section of the *Governance Manual* describes governance of the organization and the duties of the officers of the POD Network. In addition to a listing of duties, eligibility requirements and the selection process are outlined. A summary of the resources available is also provided; see statement on “Fiscal Policy” in this Section. Flow charts descriptive of the positions of President, Past President, President Elect, and Executive Director can be found in the Appendix.

The overview of committees within the portfolios of the President, Past President, and President Elect is as follows. Details can be found in the policies relating to the individual committees. Flow charts describing these tasks can be found in the Appendix.

President:

- Annual Conference Committee
- Committee for the Advancement of Programs and Services
- Diversity Committee
- Executive Committee
- Finance and Audit Committee
- Outreach Committee
- Historian
- Ad Hoc Committees and Task Forces

Past President:

- Awards and Recognition Committee
- Governance Committee
- Graduate Student Professional Development Committee
- Grants Committee
- Professional Development Committee
- Nominations and Elections Committee

President Elect:

- Electronic Resources and Communications Committee
- Membership Committee
- Publications Committee

President

Eligibility and Selection Process

The office of President is filled as explained under President Elect. In the case of an unexpected vacancy, the individual assuming the office of President must have served as President Elect or as a previous President.

Term of Office

The President's one-year term begins after serving one year as President Elect. Each term begins at the end of the regular spring meeting of the Core Committee, or March 31 if no regular spring meeting is held. Terms end at the end of the next regular spring meeting of the Core Committee or by March 31 if no regular spring meeting is held in the instance of a vacancy, or when a successor shall be found.

Duties

1. Chairs the Executive Committee.
2. Presides at Core Committee meetings, including establishing the agenda and structuring the process and use of time for the Core Committee meetings as well as tracking the implementation of decisions.
3. Presides at the annual membership meeting traditionally held at the conference.
4. Coordinates the work of the Past President, the President Elect and all committees by asking for their reports, and submitting their reports to the Core Committee at Core Committee meetings.
5. Supervises and coordinates the annual evaluation of the Executive Director.
6. Performs such administrative functions as signing official documents and letters and providing a President's column for the newsletter.
7. Serves as the Core Committee liaison to the Executive Committee, the Annual Conference Committee, the Committee for the Advancement of Programs and Services, the Diversity Committee, the Finance and Audit Committee, the Historian, the Outreach Committee and other committees or task forces related to executive functions.
8. Works closely with the Finance and Audit Committee in managing the fiduciary responsibilities of an elected officer, including the development of the organization's annual budget. (see Procedures Guidelines below). Prepares a brief annual report to the membership in one newsletter. It may include an overview of key issues, membership, budget, and other items deemed important.
9. As a representative of POD, attends meetings of other organizations relevant to the mission of POD and acts as a liaison with other organizations.
10. Performs other duties as appropriate to the office of President.

Resources

1. The President shall have access to resources necessary for performing the duties of the office, including: travel, lodging, and meal expenses, reimbursement for the Core Committee meetings and annual POD conference including the conference registration fee, and other travel approved by the Executive Committee;
2. Complimentary exchange registration for any other organization with which POD has exchange agreements.

3. Miscellaneous administrative expenses as approved by the Executive Committee;
4. Lifetime membership in POD, awarded at the conclusion of the term as Past President; and
5. Membership in and, if possible, travel to conferences sponsored by the Society for Teaching and Learning in Higher Education, the Historically Black Colleges and Universities, and the International Consortium of Educational Development.

Past President

Eligibility and Selection Process

The Past President's one-year term begins after serving one year as President. Each term begins at the end of the regular spring meeting of the Core Committee, or March 31 if no regular spring meeting is held. Terms end at the end of the next regular spring meeting of the Core Committee or by March 31 if no regular spring meeting is held in the instance of a vacancy, or when a successor shall be found.

Duties

1. Serves as the Core Committee's liaison to the Grants Committee, Professional Development Committee, and the Graduate Student Professional Development Committee;
2. Chairs the Awards and Recognition Committee, the Governance Committee, and the Nominations and Elections Committee;
3. Chairs any search committees needed for the position of Executive Director.

Resources

The Past President shall have access to the resources necessary for performing the duties of the office, including:

1. Travel, lodging, and meal expenses reimbursement for the Core Committee meetings and annual POD conference including the conference registration fee and other travel approved by the Executive Committee.
2. Funds allocated for "presidential travel" shall also be available to the Past President, subject to availability and approval by the Executive Committee.

President Elect

Eligibility and Selection Process

To be eligible, the President Elect will have completed a full term on the Core Committee upon assumption of office. Individuals who have been members of the Executive Committee must wait one year after their Core Committee service before submitting their name as a candidate for President-Elect.

The election of a President Elect shall occur each year at the fall Core Committee meeting. Prior to the meeting, the Nominations and Elections Committee will generate a list of eligible past Core Committee members and ask each past Core Committee member who has not previously declared him or herself permanently unwilling to be a candidate if he or she would consider being a candidate. The Nominations and Elections Committee will discuss the qualifications of each candidate and bring qualified

candidates forward to the Core Committee. Up to three candidates may be presented, the qualifications of each candidate will be presented in writing by the Nominations and Elections Committee to the Core Committee. The Core Committee will then vote by paper ballot to determine the President. All Core Committee members will vote or abstain, including the President, President Elect, and Past President. The chair or designated representative of the Nominations and Elections Committee will count votes. In case of a tie, balloting will continue until the tie is broken. (See Nominations and Elections Procedures below)

Once elected, the new President Elect will:

1. join the Executive Committee email list upon election;
2. sit on the Governance Committee to become familiar with organizational procedures prior to assuming the role of President Elect; and
3. attend spring Core meeting.

If an off-cycle vacancy arises, the Executive Committee will make recommendations to the Core Committee for filling the position.

Duties

1. Serves as the Core Committee liaison to the Electronic Resources and Communications Committee, the Membership Committee, and the Publications Committee.
2. Sits on the Governance Committee from November to March of the year he/she is elected to the Core in order to prepare for office as the President Elect following the Spring Core meeting.

Resources

The President Elect shall have access to the resources necessary for performing the duties of the office, including:

1. Travel, lodging, and meal expenses reimbursement for the Core Committee meetings and annual POD conference, including the conference registration fee and other travel approved by the Executive Committee.
2. Funds allocated for “presidential travel” shall also be available to the President Elect, subject to availability and approval by the Executive Committee.

Executive Director

A flow chart descriptive of the position of Executive Director can be found in the Appendix.

General

1. Must be an active member of the POD Network.
2. Must be able to attend all Core Committee meetings and represent POD at other meetings as designated by the Core Committee or the President.
3. Must have demonstrable managerial, public relations, record-keeping, desktop publishing, and accounting skills.
4. Must be capable of serving as a public relations liaison between POD and other organizations as well as with individuals who seek information about

POD.

5. Must be willing to accept appointment as Executive Director for a minimum of two years; extensions will be subject to the mutual agreement of the President, the Core Committee, and the Executive Director.
6. Must provide at least a six-month notice of resignation and be willing to spend time training a replacement.

Governance

1. The Executive Director shall be an ex-officio, non-voting member of the Executive Committee and the Core Committee. He or she shall attend all Core Committee meetings and special committee meetings as appropriate.
2. The Executive Director shall be bonded for a sum adequate to protect the POD Network from loss.

Responsibilities

The Executive Director shall be responsible for the following.

1. Distribution and Maintenance of Documents.
 - a. prepare and distribute mailings to members and potential members;
 - b. prepare and mail routine correspondence;
 - c. maintain inventories of POD assets;
 - d. contribute in an orderly manner the appropriate documents to the archives of the organization;
 - e. prepare and mail other documents as needed.
2. Membership.
 - a. support and facilitate the work of the Membership Committee;
 - b. maintain accurate membership records;
 - c. receive, log, and deposit membership checks and purchase orders;
 - d. pursue an active membership renewal campaign;
 - e. answer questions about POD membership;
 - f. distribute receipts acknowledging payment of membership dues;
 - g. prepare, print and distribute a membership directory with cross references by state, institution, country, and region;
 - h. process paper work related to complimentary memberships.
3. Financial Affairs.
 - a. maintain accurate financial records;
 - b. receive, log, and deposit membership checks and purchase orders;
 - c. maintain appropriate balances in all bank accounts;
 - d. receive, log, and deposit all receipts in appropriate accounts;
 - e. prepare and mail invoices for all memberships, sales, and services;
 - f. maintain the official checkbook register of the association;
 - g. maintain a computer-based accounting system;
 - h. provide the Core Committee with budget reports at each Core Committee meeting;
 - i. provide the Executive Committee and the Finance and Audit Committee with quarterly financial reports;
 - j. periodically inform committee chairs of budgetary and financial matters as appropriate;
 - k. prepare the draft of the annual budget proposal for the President's final preparation of the budget proposal;
 - l. help the conference chair prepare the conference budget.
4. Record Keeping.

- a. record and distribute minutes of Core Committee meetings, membership meetings, and other meetings as needed, including electronic minutes of Core/Executive Committee decisions made other than during regular Core Committee meetings;
 - b. keep on file and make available to members as requested all committee reports, minutes, records, and other governance documents of the organization;
 - c. maintain all official and legal papers of the association;
 - d. work closely with a certified public accountant approved by the Executive Committee in preparing and filing tax forms and other documents needed to maintain the organization's tax exempt status;
 - e. prepare materials for financial audits.
5. Publishing.
- a. provide computer desktop publishing design and layout for POD publications, announcements, newsletters and other printed materials;
 - b. print and distribute camera-ready print and html copies of *Teaching Excellence*;
 - c. create and prepare brochures and other marketing materials for POD publications;
 - d. ensure that the POD logo is used in a proper manner on all POD publications;
 - e. prepare mailings for bulk mail distribution;
 - f. ensure that appropriate materials and information are posted in a timely manner on the POD website.
6. Selection of Conference Sites
- a. serve as the official meeting planner for the POD Network;
 - b. provide recommendations to the Core Committee related to site selection;
 - c. conduct site visits as directed by the Core Committee;
 - d. prepare written reports that summarize site visits;
 - e. work with selected conference sites in the preparation of contracts;
 - f. sign conference site contracts on behalf of the POD Network.
7. Conferences
- a. receive and process conference registrations and respond to members' questions/concerns;
 - b. process payments for conference expenses;
 - c. serve as liaison with conference coordinator(s);
 - d. serve as liaison with conference resort/hotel staff;
 - e. coordinate staffing of the registration desk at the POD Conference;
 - f. prepare and print conference materials;
 - g. make arrangements for payment of hotel rooms, receptions, meals, special events at conferences and Core Committee meetings;
 - h. make meal arrangements for Core Committee at conferences;
 - i. provide final conference expense and income information to all interested parties.
8. Committee Support
- a. track Core Committee members' terms of office;
 - b. maintain records of other committee chairs and membership rosters and terms of service;
 - c. provide Core Committee members and other committee members with whatever documents and support are required for the performance of

- their duties;
 - d. maintain centralized records for all committees;
 - e. maintain a list of current committee agenda items.
9. Inventory.
- a. maintain, as needed, inventory records of association-owned assets, including computer hardware and software, books, display board, etc.;
 - b. maintain an inventory of POD Network records;
 - c. provide the President with a written summary of the POD inventory prior to the end of each fiscal year.
10. Public Relations
- a. respond as quickly as possible to all questions, concerns, and requests for information and refer, as appropriate, questions to the President or other members of the Executive or Core Committees or to Committee chairs;
 - b. facilitate networking among members and non-members;
 - c. develop and maintain relationships with other organizations, as directed by the Core Committee and in accord with POD policies.
11. Policies
- a. working closely with the Past President, prepare and contribute to the ongoing review of written policies to improve the governance and operation of the POD Network;
 - b. maintain the *Governance Manual* for the organization and other interested persons in coordination with the Governance Committee;
 - c. prepare and maintain a Conference Manual for conference planners ;
 - d. prepare and maintain other manuals needed that pertain to policies.
12. Other
- a. purchase and prepare awards and gifts as needed, including gifts for departing officers and Core members, key conference personnel, and outside speakers for the conference;
 - b. in cooperation with the President, prepare an annual report to the membership to be presented at the annual membership meeting and published in the *POD NETWORK NEWS*;
 - c. carry out such other duties as determined by the officers, Executive Committee, and the Core Committee.

Institutional Commitment

If the position is housed or based at a college or university, the institution

1. must provide a written letter of support for the position;
2. must have telephone, fax, copying, printing, mailing facilities, and internet and web access available for carrying out the work of the POD Network Office;
3. must have adequate office and storage space to support the presence of the POD Network administrative office functions on the local campus.

Selection Process

When a vacancy occurs, a search committee chaired by the Past President and composed of the Executive Committee, one Core Committee member and one member at-large appointed by the Past President, shall post the position to the membership. The search committee will conduct the search and make a recommendation to the Core Committee who shall make the selection.

Evaluation

Once a year, prior to the fall meeting, the Executive Director will be evaluated by the President in consultation with the Executive Committee.

- The Executive Committee will consult with Core Committee members, and the Executive Director.
- When the evaluation has been completed, the President will complete a written statement that will be presented during a meeting with the Executive Director and later distributed to the Executive Committee.
- The Executive Director will respond with an action plan for the ensuing year. This plan will be distributed to the Executive Committee.
- The evaluation and action plan will be consulted during any major decisions regarding the Executive Director (e.g., remuneration, resources). Any recommendations will be brought to the attention of the Executive Committee and the Core Committee.

Resources

The Executive Director shall have access to the following funds for performing the duties of the office.

- Travel, lodging, meal expenses and complimentary conference registration for annual and spring Core Committee meetings and other travel approved by the Executive Committee;
- Payment for services as negotiated by the Executive Committee and specified in a written contract.

Executive Committee

As stated in the Bylaws, Article II, Section 4, “An Executive Committee shall have and exercise the authority of the Core Committee in the intervals between the meetings of that body. The President shall serve as Chair of the Executive Committee. The Executive Committee shall be composed of the President, the Past President, the President Elect, the Chair of the Finance and Audit Committee, and the Executive Director as an ex-officio non-voting member.”

A flow chart descriptive of the Executive Committee’s responsibilities and activities can be found in the Appendix. Reimbursement policies for the Executive Committee are described in “Fiscal Policies” later in this Section.

Core Committee

The Core Committee functions as the board of directors for POD. The number of Core Committee members shall be no fewer than required by law and no more than 18 voting members, including the President, President Elect, and Past President. The Executive Director serves as an ex-officio non-voting member of the Core Committee.

Each year, five members will leave the Core committee and five new members shall be elected, following the procedures explained in the Bylaws. New Core Committee members will take office at the conclusion of the annual spring meeting or by March 31 of each year if there is no spring meeting.

Core Committee members are to be elected for three-year terms by a vote of the POD membership. Incumbent members of the Core Committee must wait at least one year before being a candidate for another term.

Nomination and Selection Process

Members of POD are eligible to be elected to the Core Committee after three years of membership in the organization.

Elections for Core Committee members are overseen by the Nominations and Elections Committee. The Committee will prepare the call for nominations, recruit candidates, and recommend changes in election policy. (See Nominations and Elections Procedures below)

The Nominations and Elections Committee, at the regular spring meeting, will invite ideas from the Core Committee for the review of the election process.

Vacancies

Should a Core Committee member be unable to complete his/her term, the President, in consultation with the Executive Committee, will determine if a replacement is needed before the next general election. If so, the procedures in Article II, section 11 of the Bylaws will be followed. The person appointed may be a regular candidate in the next Core Committee election.

Financial Support

Core Committee members shall receive a designated amount per day towards expenses for the days on which the Core Committee meets preceding or following the annual conference and for the spring meeting of the Core Committee. The Core Committee will determine the level of reimbursement during the annual budgeting process. Candidates for the Core Committee will be informed that financial commitments are involved in serving as a Core Committee member, and upon receipt of self-nominations the Executive Director will provide nominees with information about the elements of costs involved.

The POD Network shall not pay for or reimburse Core Committee expenses for alcoholic beverages, nor shall such expenses be paid for any other persons or events sponsored by the organization.

Meetings

Official POD discussions and business can be conducted through properly scheduled face-to-face or electronic meetings or through telephone conference calls. Such meetings can be called either by committee chairs when conducting committee business or by the President when conducting either Core Committee or Executive Committee business.

General Duties of Core Members

1. Read the Governance Manual thoroughly and be aware of your role and responsibilities.
2. Attend spring and fall Core meetings and stay the entire time unless prevented by extraordinary circumstances.
3. Contribute to any discussion either electronically or in person requiring consensus, and vote on all measures submitted for a vote either electronically or in person.
4. Chair a committee at some point during your three-year term. Keep the President, Past President, or President Elect assigned to your committee informed of all communications and activities.
5. Authorize budgets in ways that are the most fiscally responsible to POD.
6. Serve in a mentoring role at the Fall Conference, seeking out newcomers whenever possible
7. Step down from the Chair role when your Core term expires, but retain an active presence on committees and in POD.
8. Consider running for POD President at some point. POD Presidents must have served on the Core prior to submitting their names for candidacy.
9. Secure funding from your own institution to attend Core meetings (beyond POD reimbursement amounts).
10. Be open to ideas; be guided by the spirit of POD; and be mindful of diversity.

Committees

The Core Committee shall authorize standing and/or ad hoc committees to oversee certain POD functions. Each Committee shall have a written charge.

Standing Committees and Positions

Standing committees may be established or dissolved by the Core Committee as appropriate.

Standing committees will include the following:

- Awards and Recognition Committee
- Committee for the Advancement of Programs and Services
- Diversity Committee
- Electronic Resources and Communications Committees
- Finance and Audit Committee
- Governance Committee
- Graduate Student Professional Development Committee
- Grants Committee
- Historian Position
- Membership Committee
- Nominations and Elections Committee
- Outreach Committee
- Professional Development Committee
- Publications Committee

The charge or function, membership, and selection process for these committees are described on the following pages. The Core or Executive Committees may approve exceptions to these descriptions. The operating procedures for these committees are described in the next section of the Governance Manual, "Guidelines for Operating Procedures."

Committees will ordinarily conduct business by means of face-to-face meetings at the annual conference or spring meeting, or by telephone, mail, or electronic means, and they shall report to the Core Committee or Executive Committee.

Terms of Service and Membership

Membership on POD committees is open to all members of the organization, and members shall be invited to declare their interests at least annually by a call in the newsletter and on the POD listserv. Unless otherwise specified in these descriptions, the term of membership on standing committees shall be no more than three years, and such terms are renewable at the discretion of the committee.

Whenever possible, chairs of standing committees shall be members of the Core Committee. Unless otherwise specified in these descriptions, the term of service as chair shall be no more than three years. An extension of the chair's term may be requested by a majority of the members of the committee, and this request should be submitted in writing to the President.

Committee chairs shall be appointed by the President in consultation with the members

of the standing committees and with consideration given to recommendations from the Core Committee, the Executive Committee, or other interested persons.

Awards and Recognition Committee

Charge

The purpose of the Awards and Recognition Committee is to oversee any and all awards and recognition programs of the organization and to receive and review suggestions for new or expanded forms of awards and recognition. The following existing awards and recognition programs are in the purview of this committee.

- The Spirit of POD Service Award
- The Robert J. Menges Honored Presentation Award
- The POD Innovation Award
- Certificate of Special Achievement Program

Membership

The membership of this committee consists of the Past President as chair and the chairs of the four subcommittees as named below plus one additional member-at-large.

The Spirit of POD Service Award and Subcommittee

Each year, the Core Committee will have the option of presenting a Bob Pierleoni Spirit of POD Service Award. The Spirit of POD Service Award is one way that POD can recognize members who have made selfless contributions through their long-time professional service to the organization and the field.

Membership

The Subcommittee will have at least five members, appointed by the President. Membership is as follows: the Past President; recent past award recipients who are willing to serve; and three other members appointed by the President, who have an overall knowledge of POD and its membership as a result of having served on the Core committee and having been a POD member for five or more consecutive years. The Chair of the Committee will be elected by the members of the Committee.

Subcommittee members who are not previous award recipients will have staggered terms of three years so that at least one person will rotate off the committee each year. Persons who have served full three-year terms shall not be eligible for reappointment for at least one year.

The Honored Presentation Award in Recognition of Robert J. Menges and Subcommittee

The Robert J. Menges Honored Presentation Award is established in recognition of Robert J. Menges, who was and remains an honored scholar and whose long years of work and contributions to teaching and learning and faculty development in higher education can be characterized by his spirit of caring consultation, active participation, and rigorous research.

In memory of our cherished colleague and to encourage and recognize continuation of the fine qualities he embodied, the Honored Presentation Award is part of the annual conference of our organization.

Membership

The membership of the Menges Award Subcommittee consists of the Past President as

Chair plus the chairs of the other Awards and Recognition subcommittees plus two Core members. These individuals should not be serving as proposal reviewers for the annual conference in their year(s) of service on this Subcommittee.

The POD Innovation Awards Program and Subcommittee

The POD Innovation Award Program, formerly known as the Bright Idea Award, recognizes persons who have implemented creative ideas for teaching improvement or faculty development. This recognition is presented at the annual conference. The purpose of the award is twofold:

1. To encourage participants to share their ideas with colleagues in the POD Network.
2. To recognize those working in faculty, graduate student, instructional, and organizational development through both the conference award ceremony and award letters sent to officials at the recipient's institutions.

Membership

The POD Innovation Award Subcommittee is to consist of at least five members, at least three of whom must be previous award recipients, and the President Elect of POD. The Chair of the Subcommittee is to be elected by the members.

Certificate of Special Achievement

Each year, POD may present no more than three certificates to recognize POD members for a notable contribution:

- 1) to the profession of faculty, instructional and organizational development; or
- 2) 2) to POD. In either case, the contribution will be one that furthers the goals of POD. Unlike the Spirit of POD Award, which is primarily awarded for long-time service to POD, this award more often recognizes a particular contribution to the profession or POD. The award will be noted at the Annual Conference and in the POD newsletter.

Committee for the Advancement of Programs and Services

Charge

The charge of the Committee for the Advancement of Programs and Services is:

1. to pursue external funding in support of existing programs and services in accord with any priorities determined by the Core Committee;
2. to develop and recommend new programs and services in accord with the mission of POD; and
3. to serve as liaison with other partner organizations or members seeking outside funding which involves POD.

Membership

The Committee shall consist of no fewer than four members and no more than seven members, at least one of whom shall be from the Core Committee, and including the President and President Elect. The Chair should have served as the President of POD.

Diversity Committee

Charge

The Diversity Committee serves as an advocate to POD by advising members of the Core Committee on ways to sustain and improve the organization's efforts toward valuing diversity. Formed in 1993, as a result of a strong call from individuals within the membership, the Committee's goals are focused on recruitment and retention of members from underrepresented groups and institutions. Underrepresented groups are defined as, but not limited to, members who identify as racial and/or ethnic minorities; gay, lesbian, or bisexual individuals, and individuals who are disabled.

Underrepresented institutions are defined as, but not limited to, historically black colleges and universities (HBCUs), native American tribal colleges, and Hispanic serving institutions (HSIs) or Hispanic area colleges and universities (HACUs).

Membership

The Diversity Committee is open to membership from interested POD members. The POD President serves as an ex-officio member. The chair is elected from within the group.

Selection Process

Members of the Diversity Committee are recruited and invited to membership by members of the Committee. Persons interested in serving can contact the chair of the Committee.

Chair's Term of Service

The chair serves a one-year term with the assistance of a vice chair. The chair will remain with the committee for another year as past chair so that effective transitional leadership is maintained.

Responsibilities of the Chair

The chair of the Diversity Committee will serve as the leader of the group. She or he will communicate with and invite input from members on matters pertaining to decisions that relate to the mission of the Committee. The chair will establish a mentoring relationship with the vice chair during her or his administrative term so that the vice chair is ready to assume this role the following year. The chair communicates with other committees as appropriate to accomplishing the mission of the Committee. The chair is responsible for putting together a budget and report of the Committee's activities at the spring and fall meetings of the Core Committee and for communicating with the President.

Recruitment and Retention Activities

- The work of the Diversity Committee involves quantitative and qualitative outcomes with regard to recruitment and retention of members from underrepresented groups and institutions.

Electronic Communications and Resources Committee

Charge

The purpose of the Electronic Communications and Resources Committee (ECRC) is to advise on and facilitate the implementation of policies and practices regarding POD's use of electronic media to include, but not to be limited to, the POD website and POD electronic discussion/ mailing lists. These policies and practices could include issues related to the structure and content of the website, website maintenance, the number and nature of discussion lists for dialogue within and beyond the organization and guidelines for postings to the website or listservs. While the Publications Committee is responsible for print or electronic literature intended for more than temporary communication (such as books, videos, journals, and electronic journals), the Electronic Communications and Resources Committee (ECRC) could assist as needed in the electronic dissemination of these publications.

Membership

The committee will consist of at least five members with interest and expertise in appropriate areas. In addition, the President Elect shall also be a member of the committee, serving as core liaison.

Finance and Audit Committee

Charge

The purpose of the Finance and Audit Committee is to assist the Core Committee in meeting its fiduciary responsibilities to members and the general public by ensuring that POD is in good financial health. In particular, the Finance and Audit Committee provides oversight on behalf of the Core Committee to ensure that POD's assets are protected and that its resources are used appropriately and effectively to help fulfill the organization's mission. Policies on these matters are to be found in the section titled "Fiscal Policies."

The specific responsibilities of the Finance and Audit Committee are to:

- Provide guidance to the Executive Director and the Executive Committee on the development of annual and long-range financial plans and review and recommend financial plans and significant revisions, if any;
- develop and recommend policies to safeguard the organization's assets and assist the Executive Director in monitoring the organization's compliance with these policies;
- review and recommend membership and major program fees in conjunction with the Executive Director;
- ensure that accurate and complete financial records are maintained;
- review financial statements, including quarterly revenue/expense reports and balance sheets;
- review the annual audit and oversee any corrective actions;
- assist the Core Committee in understanding the organization's financial condition and in providing governance on financial policy;
- approve an auditor to conduct audits authorized by the Core Committee at least once a year – these audits should ensure accuracy of the financial reports and compliance with federal, state, and other reporting requirements

Membership

The Finance and Audit Committee consists of four to six members, at least three of whom are Core Committee members, plus the President and Executive Director as an ex-officio, non-voting member. The Chair of the Committee is appointed by the President.

Governance Committee

Charge

The Governance Committee advises the Core Committee on issues pertaining to bylaws and official policies and procedures of the POD Network and oversees the updating of the *Governance Manual* in accordance with Core Committee decisions.

Membership

The Governance Committee shall be composed of the POD President Elect; the Past President; two Core Committee members; one member at-large; and the Executive Director as an ex-officio, non-voting member. The Past President shall serve as the chair of the Governance Committee.

Timeline

The *Governance Manual* shall undergo a formal review between the POD Conference in the fall and the Spring POD Core Meeting annually. The Past President will form the committee and facilitate the review. Modifications will be approved or disapproved by the Core Committee at the Spring meeting.

Graduate Student Professional Development Committee

Charge

The purpose of the Graduate Student Professional Development (GSPD) Committee, established as a standing committee of POD in spring 2003, is to address common concerns and issues among professional developers of graduate students; foster a sense of community for those engaging in graduate student professional development (whether as developers, students, faculty, or administrators); facilitate a sharing of resources and collaborative projects; provide background and information to the larger group of faculty developers; contribute to the scholarship of graduate student professional development; foster career development of graduate students; and take a leadership role in contributing to and further defining the field of graduate student professional development. Additionally, the Committee connects with other groups and organizations whose activities and interests have a similar focus, such as ITA developers, international partners in TA development, PFF groups, professional associations, and other POD committees that have related interests.

Structure

The GSPD Committee consists of a number of subcommittees. Each subcommittee is chaired by a member of the Committee and is composed of members from the larger graduate student professional development interest group. Subcommittees currently include Conference Planning, TA/ITA/GSI/Graduate Student Professional Competencies; Academic and Nonacademic Career Development, Diversity, Publications and Research, and Outreach.

Membership

The GSPD Committee is composed of seven members (1 chair and 6 members) who are selected by the broader graduate student professional development interest group. Membership in the GSPD Committee is open to any member of POD, including faculty, graduate student professional developers, students, postdoctoral fellows, visiting scholars, administrators, among others who has a minimum of two years of POD membership. At least one members of the Committee should be a member of POD's Core Committee.

Grants Committee

Charge

Each year the POD Network will have the option of providing funding for grants that support the mission of the organization. The purpose of the Grants Committee is to oversee the announcement of the Grant Program and the selection and award process.

Membership

The Grants Committee shall consist of five members, at least two of whom shall be previous recipients of grants. The Past President is the Core Liaison to the Grants Committee.

Historian

Charge

1. To make various histories of POD available to the members, with the aim of documenting the impact of POD and acculturating new POD members with a collaborative and innovative spirit.
2. To coordinate the selection of materials to be sent to the POD archives in Nebraska, working in conjunction with the Executive Committee.
3. To act as liaison with the POD archives in Nebraska to ensure their preservation.
4. To encourage experienced developers to share their views on the development of the faculty development profession.

Membership Committee

Charge

The Membership Committee advises the Core Committee on overall membership issues, retention, and other related matters. Its deliberations and actions will center on the size of the organization, the representativeness of its members, change in membership over time, and member satisfaction with the organization. The group will conduct or commission studies to obtain information upon which to make recommendations for actions.

Membership

The Membership Committee consists of a chair, at least four additional members, and the Executive Director as an ex-officio, non-voting member. The President will be an ex-officio member and the liaison for the Core Committee.

Nominations and Elections Committee

Charge

The Nominations and Elections Committee conducts the elections of the POD Network Core Committee and President Elect, advises on the selection of other major positions, such as the conference chair, and proposes policies pertaining to elections for consideration by the Core Committee.

Membership

The Nominations and Elections Committee shall be chaired by the Past President of the POD Network and shall consist of at least two other Core Committee members and one or more members from the general membership.

Outreach Committee

Charge

The mission of the Outreach Committee is to promote a strong and representative national and international membership in POD and to cultivate good working relationships and informational exchanges between POD and other organizations with similar missions.

Membership To be developed

Structure

The Outreach Committee will be composed of subcommittees devoted to specific outreach functions. The Committee is chaired by the President, and each Subcommittee has a Chair who is appointed by the President. The Subcommittees are as follows:

1. International Subcommittee – devoted to initiating and maintaining relationships with developers and professional development associations outside the U.S. and Canada.
2. Regional Organizations and Special Interest Groups Subcommittee – devoted to maintaining linkages with existing regional development organizations within the United States and Canada and promoting the further development and functioning of regional groups within POD.
3. National Organizations – devoted to making arrangements for POD participation in activities and conferences coordinated by the American Association for Higher Education and, in consultation with the President, to developing and maintaining relationships with other appropriate organizations, e.g. discipline-specific associations.

Membership

Each subcommittee will have between three and five additional members as the committees deem appropriate.

Professional Development Committee

Charge

The Professional Development Committee, consisting of the subcommittees listed below, advises the Core and Executive Committees on aspects of personal and professional development for educational developers affiliated with POD.

Membership

The Professional Development Committee consists of a chair appointed by the President and the Chairs of each Subcommittee, who are also appointed by the President. If the committee chair is not a member of the Core Committee, at least one Core committee member shall be on the committee and function as liaison between the Chair and the Core Committee as needed. Each Subcommittee will consist of a minimum of five persons.

Structure

The subcommittees and their functions are:

1. New Developers Subcommittee – seeks and implements ways to prepare, mentor, and support new developers as they are initiated into the field and plans for the new developers' institute which is an event co-sponsored by POD with a cooperation institution. It also organizes specific offerings for new faculty developers at the annual conference;
2. Experienced Developers Subcommittee – works to explore and provide mature practitioners with on-going development information and options;
3. Small College Developers Subcommittee – supports faculty developers at small colleges by encouraging submission of sessions addressing their needs at POD's annual conference, hosting a gathering for small college faculty developers at the annual conference, and by facilitating electronic communication among small college faculty developers.
4. Guidelines Subcommittee – researches skills and attributes necessary and desirable for being a developer and for development programs in order to help developers' professional growth.

Publications Committee

Charge

The mission of the Publications Committee is to oversee POD publications from conception through dissemination and make recommendations concerning the appointment of editors, copyright, pricing, agreements with publishers, and related issues.

Membership

The Publications Committee consists of five to seven members, which shall include the editors of *Teaching Excellence, To Improve the Academy* and the *POD Network News* and the Executive Director as an ex-officio, non-voting member. The chair will be appointed by the President from within the group. The President Elect serves as an ex-officio member of the committee.

Definition of Publications

Publications shall consist of print or electronic literature that is intended for more than temporary communication. Examples would be books, journals, or electronic journals. Electronic communications of a more immediate nature, such as listservs, are not considered publications in defining Publications Committee oversight.

Proposal of New Publications

Proposals for new publications, either print or electronic, may be made by any POD member to the Publications Committee and, after review, such proposals with the recommendation for action by the Publications Committee, will be presented to the POD Core Committee, which will approve or reject these proposals. Proposals should be received by the Publications Committee by January 15 or July 15 for consideration at either of the respective Core meetings that follow these dates.

Publications should relate to the mission of POD. Proposals shall include a description of the proposed publication, a rationale for its publication by POD, and a work plan including the names of members who will be involved to the extent possible.

Current approved publications are as follows:

POD Network News (newsletter)
To Improve the Academy
Essays on Teaching Excellence and POD Reading Packets
 Program Descriptions
 POD Innovation Award Summary
Directory and Networking Guide

And several POD collaborative publications:

POD – IDEA Notes
Thriving in Academe (NEA_Advocate)
 POD/NTLF Online Resource Center

See below for descriptions and procedures.

Research Committee

Charge

The Research Committee facilitates the development of research skills, encourages research on professional development, identifies projects for research, and disseminates findings to developers.

Fiscal Policies

These policies shall be reviewed annually by the Finance and Audit Committee, which will recommend revisions and additions as needed to the Core Committee.

General Fiscal Policies

The fiscal year of the POD Network will begin on July 1.

POD's budget proposals will be prepared by the current President and Executive Director in conjunction with other members of the Executive Committee (President Elect, Past President, and the Finance and Audit Committee Chair). The Finance and Audit Committee members will review the proposed budget and provide a recommendation to the President and the Core Committee.

The Core Committee, as POD's board of directors, will formally adopt an annual budget in sufficient advance of the start of each fiscal year to enable program coordinators and other management to begin implementation of programming and to complete development of fiscal year accounting systems. The budget will normally be adopted at the Spring Core meeting.

Normally, the organization's annual budget will balance or produce a surplus. That is, projected revenue will equal or exceed projected expenses.

The Core Committee will adopt a set of policies governing the use of POD's operating reserves, including funds to manage cash flow and emergencies and to provide resources to enhance the organization's fulfillment of its mission and service to members.

In conjunction with the annual budget or at other times, as needed, the President may request the use of the operating reserves. However, this request must be proposed through the Finance and Audit Committee. These expenditures may need to exceed the regular operating budget.

The Executive Director will also keep the President and the Chair of the Finance and Audit Committee informed of any unexpected or anticipated fluctuations that occur between reports.

The Executive Director will provide the Finance & Audit Committee and the Executive Committee with the following set of reports within 45 days of the end of each quarter: Quarterly Revenue/Expense Report comparing budgeted and actual figures and year-to-date (YTD) figures; Cash Flow Report showing consolidated revenue and expense figures by month, with YTD figures; quarterly Revenue/Expense Report (otherwise known as an income statement or statement of activities); a Balance Sheet, including the current value of fixed assets, receivables, and liabilities; and a report on assets in the Emergency holdings and Special Projects holdings.

The Executive Director will prepare and maintain historical and trend data on

membership fees, revenue, and numbers; conference fees, revenue, and numbers; publication prices, revenues, and costs; and comparable records for other programs and projects. This information will be distributed within a reasonable time period at the request of the President, Finance and Audit Committee, program coordinators, and Core Committee.

The Executive Director shall maintain a set of internal control policies and procedures designed to protect the organization's resources and those involved in financial transactions. The President will review the internal controls with the Finance and Audit Committee annually or as requested.

Each year, the Executive Director will identify an auditor who, with the approval of the Finance & Audit Committee, will conduct the annual audit and will provide the auditor with a set of questions that the auditor should investigate. The auditor will be requested to send the audit management letter to the Executive Director and the Chair of the Finance and Audit Committee, with copies to the other members of the Executive Committee.

The chair of the Finance and Audit Committee will report to the Core Committee at each regular meeting and at other times as needed on the financial condition of the organization and any issues requiring Core Committee attention.

Policies on Operating Reserves

The following policies are designed to protect and maximize the use of POD's resources to further the organization's mission and to benefit its members.

General Principles

The President, assisted by the Executive Director, will review the status of the holdings and the fiscal policies with the Finance and Audit Committee Chair on an annual basis, or more frequently as needed, and will develop, with the assistance of the Finance and Audit Committee, any changes that might be needed to reflect changing circumstances. The Finance and Audit Committee may also initiate this review when needed.

The Core Committee, serving as POD's board of directors, will establish three categories of holdings in the following order of priority:

1. Cash Flow holdings
2. Emergency holdings
3. Special Projects holdings

The Core Committee will establish rules to govern each type of holdings, including provisions for the President to act without prior approval and for paying back any funds used (see below).

The Finance and Audit Committee will report to the Core Committee the results of its

review of the status of the holdings and fiscal policies and will provide recommendations for any allocations that require Core Committee approval (see below) or changes that might be needed to reflect changing circumstances.

The Core Committee, based on the recommendation of the Finance and Audit Committee, will establish an investment policy to guide the management of POD's reserve funds. Issues addressed in this policy will include liquidity, the preservation of principal, and return on investment.

Cash Flow holdings

The purpose of the Cash Flow holdings is to provide the President and Executive Director with access to adequate funds to manage the normal ebb and flow of revenue and expenses over the fiscal year and to provide additional security to the organization in the event of a short-term clerical error. The amount required may change significantly with changes in staffing or other centralized operating expenses such as the annual conference.

The cash flow holdings will include three bank accounts:

Checking account

Credit card account

Savings account

The following policies will govern the management of the Cash Flow holdings:

The Cash Flow bank accounts will be established to cover the regular and projected monthly expenses.

A cash flow analysis will be done monthly by the Executive Director to monitor cash flow activity and to project future expenses and revenues.

Given monthly expenses and revenues, no more than \$5,000 surplus should be kept in any of the bank accounts. If a surplus exists, short-term CDs should be purchased until such time when the funds are required. For example, conference revenues could be put into CDs until significant conference expenses are due.

The Cash Flow Account will be paid back within the same fiscal period and should not be used to cover an annual deficit.

The President and the Executive Director, as authorized by the President, will have access to all funds in the Cash Flow holdings for the conduct of POD business as outlined in the annual approved budget without prior approval from the Finance and Audit Committee or Core Committee.

The Executive Director may temporarily transfer funds from the Emergency holdings to cover slow cash flow periods with the approval of the President and the Finance & Audit committee Chair. A plan for repayment of the Emergency holdings should be given to the Finance and Audit committee Chair at the time of the transfer. Repayment should be made within one year of the transfer.

Emergency holdings

The purpose of the Emergency holdings is to provide funds to cover unforeseen expenses of a very pressing nature. Examples of such needs are the cancellation of a program, when POD may have exceptional expenses with a simultaneous loss of projected revenue, or a fire.

The following policies will govern the management of the Emergency holdings:

The Emergency holdings will be kept in investments that protect the principal (e.g., CDs). The best available interest should be sought for these holdings.

To minimize the cost of penalties, CDs of at least two different investment periods should be purchased so that CDs mature at different intervals (e.g., six months apart).

The principal amount required for the Emergency holdings will be 50% of the basic annual expenses in order to create a six month buffer should the organization run into financial difficulties. Basic expenses shall include: Executive Director's salary, office expenses, publications, committees, and professional fees and do not include conference expenses based on the annual purchase of conference cancellation insurance. This amount will be calculated at the end of each fiscal year to set a target for the amount of the principal. The principal amount will not be lowered if expenses decrease.

Interest earned from these Emergency holdings will be transferred to the Special Projects savings account for future spending unless needed to meet the required amount for the principal as outlined in point 3.

The President and the Executive Director must have approval from the Core Committee to access any of the funds in the Emergency holdings except in circumstances outlined above in number 6 under Cash Flow holdings.

The President will propose to the Core Committee a schedule for paying back the Emergency holdings for any funds used on a schedule appropriate to the particular circumstances.

Special Projects holdings

The purposes of the Special Projects holdings are:

to provide funds to meet special projects that further the mission of the organization and represent reinvestment to the membership, but without any specific expectation of incremental or long-term increased income; and

to provide a designated location for donations or gifts made to the organization through a gifting program.

There will be three types of accounts that comprise the Special Projects holdings:

Secure investments (CDs) account

Higher-return (e.g., equity mutual fund) investments account

Special Projects savings account

The first two types of investment accounts will be maintained to provide diversification for surplus funds. Having different types of investments provides the opportunity to earn higher rates of return on at least part of the holdings than if all funds were kept in secure investments. The Special Projects savings account will be a place to hold funds earmarked for spending in the short term as well as interest earned from the Emergency holdings.

The following policies will govern the management of the Special Projects holdings:

The investment accounts will function as a type of endowment, with a target being set for the total principal amount and a plan being created to spend amounts in excess of the target (see below) on special projects that will benefit the organization (e.g., website services, training for Core Committee members).

The total target principal amount for the investment accounts will be equal to the Emergency holdings amount (50% of annual basic expenses) whenever possible. Principal amounts in the two types of investment accounts will be divided so that no more than 20% of the Special Projects holdings are in higher rate of return (and therefore higher risk) investments.

The targeted principal amount may be increased to reflect gifts or donations received, depending on the conditions attached to each gift or donation, if any. The Executive Director will maintain a document that tracks all gift and donation special conditions.

The intent is to spend all surplus funds annually (e.g., the interest earned on the two types of Special Projects investments, interest earned on the Emergency holdings investment, gifts, etc). The surplus funds will be kept in the Special Projects savings account to keep them accessible yet separate from any of the Cash Flow accounts.

Money in the Special Projects Savings account will be spent on projects approved through the annual budget or on special projects from a working committee or the Executive Committee that are approved by the Core Committee.

The Executive Director will identify the total funds available for Special Projects at least six weeks before the annual budget is prepared. Executive Committee members will be notified of this amount at that time so that they can identify possible special projects that could be conducted by any of the working committees under their charge. The Executive Committee may also choose to place an open call to the Core Committee for Special Project ideas. Special Projects will be voted on by the Core Committee as part of the vote on adopting the annual budget.

For the long-term, mutual fund investments, only no-load mutual funds deemed to be low or medium risk will be considered as possible investments (e.g., money market mutual funds, diversified stock-based mutual funds versus small cap or venture capital funds). The Executive Director, the President, and/or the Finance and Audit Committee Chair may recommend funds for purchase and all three must agree to the purchase of any funds.

When a mutual fund investment account holds more than 20% of the Special Projects investment holdings, fund units should be sold and moved to either the secure investment or Special Projects savings accounts. Normally, mutual fund units will only be sold when the fund has a positive return on investment, preferably at 8% or higher; however, this situation may not always be possible if the funds are needed.

The President may have access to up to \$3000 from the Special Projects holdings without prior approval provided that s/he informs the Finance and Audit Committee that s/he has used this amount.

Insurance

A surety bond or employee dishonesty policy will be maintained on the Executive Director and any employees of the POD Network who may be dealing with financial matters. The Finance and Audit Committee will monitor internal controls to ensure that requirements of the bond or policy are being met.

The POD Network will maintain professional liability insurance to protect the Core Committee and the organization.

Catastrophic or event insurance will be purchased each year for the conference.

A business liability policy will be maintained to protect the POD Network against claims of negligence and to protect POD records, inventory, supplies, and equipment.

Payments to the Executive Director

It shall be the policy of the POD Network that all payments to the Executive Director be authorized and countersigned by the current POD President or the President's designee.

The POD President shall be notified in advance of all unbudgeted expenses of /for the Executive Director.

Checks covering expenses incurred by the Executive Director shall be signed by the POD President.

Monthly payments to the Executive Director are made via direct bank deposit. The ED sends receipts of monthly deposits to the three presidents.

The Executive Director shall be required to submit receipts to the President or the President's designee (SEE ABOVE) for all expenses and use the appropriate Expense Report form.

The Executive Director may incur expenses either by cash receipts or by credit card receipts. A credit card in the name of the organization may be used.

Reimbursements

It shall be the policy of the POD Network that requests for reimbursement of expenses incurred on behalf of the organization be sent to the POD Executive Director within 60 days from the date on which expenses were incurred.

Those seeking reimbursement shall be required to submit receipts for all expenses for all expenses with a signed letter summarizing all expenses.

Prior approval by the Executive Committee of unbudgeted expenses is required.

Authorized mileage shall be reimbursed at the current IRS-approved rate.

Expenditures for airline tickets shall be reimbursed at the lowest available advance-purchase coach fare. A ticket receipt must be provided.

Expenditures for personal phone calls, personal email charges, or alcoholic beverages are not reimbursable.

Reimbursement for such expenses may be made only to the extent that they comply with the "Reimbursements:" policy.

Operating Procedures

The Executive Director provides quarterly reports to F&A committee members.

The Executive Director provides copies of the monthly reconciliations and the monthly bank registers of all bank accounts to the Chair of the F&A Committee.

The Committee reviews the preliminary draft of the annual budget as presented by the President prior to the spring meeting.

The Committee monitors investment accounts by reviewing financial statements received from the investment broker.

The Committee meets at least once a year at the annual conference.

Membership

Membership Types

There are nine types of membership:

1. individual membership
2. institutional membership (covers a minimum of three individuals from the same institution; additional persons may be added. See below.)
3. international membership (all non-North American members)
4. international institutional membership (up to three individuals from the same institution)
5. student membership
6. retired membership
7. international retired/student membership
8. lifetime membership (all Past-Presidents)
9. complimentary membership

Membership year

The membership year shall be as determined by the Core Committee.

Dues

As per the Bylaws, the amount of dues per year shall be established by a simple majority vote of the Core Committee.

The current dues for each membership category are as follows:

- | | |
|--|---|
| 1. individual members | \$95.00 |
| 2. institutional members | \$225.00 (a minimum of 3 persons
additional persons may be added at the cost of \$75/person) |
| 3. international members | \$110.00 |
| 4. international institutional members | \$225.00 (a minimum of 3
persons, additional persons may be added at a cost of \$85/person) |
| 5. student members | \$45.00 |
| 6. retired members | \$45.00 |
| 7. international retired/student members | \$50.00 |
| 8. lifetime members (past presidents) | NC |
| 9. complimentary members | NC |

Membership Meeting

As per the Bylaws of the POD Network, it shall be the policy of the organization to conduct a general membership meeting during the annual conference. Topics to be covered at the annual meeting must include the following:

1. financial status
2. membership status

The following may also be included, as needed:

1. committee and task force progress reports
2. intended changes to bylaws or operating procedures

Time shall be provided for a general question-and-answer session.

The POD Network President shall preside over the general membership meeting. The Core Committee or the Executive Committee may convene an open meeting of members to review matters of policy and program priorities in the POD Network. Such meetings will normally occur at the annual conference, but may be scheduled at other times provided notice of the meeting is published in the *POD Network News* at least 45 days prior to the meeting. If provided a written request from 25 or more members, the President must convene a meeting of the membership at the annual conference or at another venue that is acceptable to the requesting members in years when there is no annual conference. The request to the President must be received at least 45 days prior to the beginning of the conference. The request should clearly indicate the intended purpose of the requested meeting.

Complimentary Memberships

The POD Network will provide complimentary membership to individuals or appointed or elected officials of organizations which benefit or complement the mission and/or services of the POD Network.

Implementation

Nominations for complimentary memberships may be submitted at any time to the POD President or Executive Director. All nominations shall be reviewed by the Executive Committee, which is charged with reviewing the nominations for relevancy and making a recommendation to the Core Committee.

POD Past Presidents are automatically awarded a Lifetime Membership beginning with the membership year following their term of office as Past President.

Keynote speakers at the annual POD Conference who are not already members shall automatically be granted a one-year complimentary membership in the organization.

One complimentary membership shall be provided to the archivist at the institution housing the POD archives so as to facilitate orderly contributions of print materials to the archives.

All complimentary memberships shall be reviewed annually by the Executive Committee and reported to the Core Committee.

International Development Assistance Program

Annually up to four complimentary international memberships may be extended to persons new to membership in the POD Network and resident in “developing countries”. This complimentary membership, renewable to a maximum of three years, is provided in recognition of the importance of offering networking possibilities for the nurturing of faculty and instructional programs in developing institutions.

Also a part of this program is the occasional provision of materials, i.e., past volumes of *To Improve the Academy*.

It is most likely that the suggestion for candidates for this complimentary membership program or the provision of materials will come from the Executive Director, as the main point of contact for interested persons. Any such membership or the provision of materials shall be approved by the Executive Committee before implementation.

Mailing Lists

Mailing Lists

The Executive Director is authorized to provide mailing labels of POD Network members to other nonprofit organizations, institutions, consultants, publishers, and other commercial enterprises so long as the intended use is consistent with the POD mission and does not jeopardize the organization's not-for-profit status.

- Mailing labels may be provided for such purposes as position announcements; conference, workshop or seminar announcements; and new book announcements. Labels may be provided for other purposes so long as the Executive Director is assured that the intended use is not detrimental to the mission and goals of the POD Network.
- The cost for mailing labels shall be established by the Core Committee and there shall be a differential cost for members and non-members.
- Mailing labels may be provided in pressure-sensitive format or electronic form (for one-time use only). All mailing labels sold to other organizations or individuals shall include the following statement:

Enclosed are the mailing labels you requested. This set of labels, containing the names and addresses of POD Network members, is provided to you for the use you quoted to us on the telephone or in written or electronic communication. The labels are provided for one-time use only and may not be photocopied or otherwise duplicated. We appreciate your respect of our members' right to privacy.

Conflict of Interest Policies

All officers of POD, members of the Core Committee, all staff, and all POD members working on POD Committees have the obligation to make and implement decisions to further the purpose of POD rather than personal gain.

If any of the above are involved in transactions that involved them, their close associates or family, or the organizations to which they or their family or associates belong, financially or personally, the person should disclose, at the beginning of the transaction, the precise nature of their involvement. They should also disclose continuously any associations that could give rise to a future conflict of interest.

Disclosures should be made to the Executive Committee of POD in writing or by electronic mail. Requests for review in cases where the person is uncertain that a conflict exists should also be directed to a member of the Executive Committee. The Executive Committee shall decide whether a conflict of interest exists and, if so, recommend that the person involved not be present during consideration of the matter with which there is a potential conflict.

Section IV. GUIDELINES for OPERATIONAL PROCEDURES

This section of the *Governance Manual* describes PROCEDURES adopted by the Core Committee and other standing committees in order to implement the Bylaws and Policies and to carry out the work of the organization. Procedures may be changed with the approval of the Core Committee as needed. Any change must remain consistent with the Bylaws and Policies.

BUDGET PROCESS

(See Policies on duties of President, Executive Director, and Finance and Audit Committee)

- The Executive Director drafts the annual budget for the organization, according to the previous annual budget:
- The President makes additions, subtractions, and corrections.
- The Executive Committee approves or amends the Presidents budget.
- The Chair of the Finance Committee checks the budget for accuracy and legitimacy and recommends to the Executive Committee whether or not the budget is ready to be proposed to the Core Committee for discussion and approval. If not, it is returned to the President who must correct it
- Once approved by the Executive Committee, the budget is submitted to the Core Committee for discussion and approval at its Spring meeting.
- When the Core Committee approves the budget, it is ready to be enacted under the term of the next President who assumes office at the end of the Core Committee Spring meeting each year.

NOMINATIONS AND ELECTIONS PROCEDURES

Operating Procedures

The Nominations and Elections Committee shall conduct annual elections for the President Elect of the POD Network and for Core Committee members, following the procedures outlined in the elections sections of the Bylaws and policies for those offices. The Executive Director will assist with these elections. If a member of this Committee has a conflict of interest with regard to any matter of business for the Committee, he/she should recuse him/herself. (See Core Committee election procedures, below.)

OFFICERS

The election of a President Elect shall occur each year at the fall Core Committee meeting.

Eligibility. Former members of the Core Committee are eligible to be considered for election to President Elect after they have been off the Core Committee for at least one year and not more than five years. A list of eligible candidates will be generated by the Executive Director and chair of the Nominations and Election Committee.

Process for Generating Candidates. The chair of the Nominations and

Election Committee will contact each eligible person (unless they have previously indicated they are permanently unwilling to be a candidate) and invite them to consider being a candidate. The invitation will include comments on the roles and responsibilities of the offices of President Elect, President, and Past President.

Candidates for President Elect will be requested to provide three statements for a total of no more than 750 words. These statements are to cover:

- 1) background in professional and organizational development,
- 2) specific involvement in/contributions to POD, and
- 3) what the candidate would like to see POD accomplish over the next three years and how her/his leadership might contribute to the goals.

Up to three candidates may be selected by the Nominations Committee for presentation to the Core Committee.

Election Process. The Core Committee will review and discuss the statements of the candidates presented.

If there are only two candidates, election will be by simple majority vote. If there are three candidates, there will be a three-step election process:

- First, each voting member will rank order their preferences by giving 3 points to the first choice, 2 points to their second choice, and 1 point to their third choice.
- Second, these votes will be tallied and the two candidates with the most points will be re-presented to the Core Committee.
- Third, the Core Committee will then vote on the two candidates with the most points. In this vote, election will be by simple majority.

CORE COMMITTEE

A call for self-nominations will be sent with the fall newsletter. Self-nominations will be due within a reasonable amount of time after the annual fall conference. Forms will include name, institution, title, and a brief statement about background in faculty, instructional, and organizational development and a brief statement about what the candidate would like to see POD accomplish over the next three years. There shall be a word limit set for these statements. The Executive Director will distribute ballots to the membership within a reasonable amount of time after the end of the annual Fall Conference. Supporting information shall be posted on the POD website. Returns must be returned to and processed by the Executive Director. Those candidates receiving the largest number of votes will be declared elected. In the case of a tie or ties, the Executive Committee shall make the choice. If five or fewer individuals self nominate, election shall be by acclamation upon approval by the Executive Committee and the Core Committee. The President will notify candidates of the results of the election as soon as possible in writing.

Other Procedures

In the event of elections necessitated by vacancies, the Nominations and Elections Committee may be called upon for assistance by the President and/or Core Committee. The Committee will propose a plan of action consistent with existing policy and will implement it, following approval by the Core Committee.

Newly elected Core Committee members and the newly elected President Elect shall be officially informed of their election and welcomed by the President.

The Nominations and Elections Committee may be called upon to assist other committees in filling positions or in advising on the processes for doing so. Committees

will contact the chair of the Nominations and Elections Committee, who will outline the issues to the Nominations and Elections Committee and then summarize the advice for the requesting committee.

COMMITTEE OPERATING PROCEDURES

Awards and Recognition Committee

The Awards and Recognition committee oversees four awards. Criteria and procedures for selection are listed here:

The Spirit of POD Service Award

Criteria

Selection for this award should be based on some combination of the several attributes listed below, but is not restricted to these attributes.

1. Serving the organization and its members through steady participation in POD in more than routine ways;
2. Sharing knowledge, experience, materials, ideas, and support freely with other POD members;
3. Exercising innovative leadership in the organization;
4. Exemplifying the philosophy, principles, and practices of POD;
5. And contributing substantially to the profession of faculty, instructional and organizational development as well as to the larger higher education community.

In short, the Selection Committee would be expected to identify a candidate for the award who would be generally recognized as embodying the spirit of the organization.

Operating Procedures

1. The Bob Pierleoni Spirit of POD Service Award Subcommittee shall have the responsibility of recommending when an award is to be given on the basis of apparent eligibility of possible recipients. The award will not necessarily be given annually; thus, the Committee will feel no obligation to make a selection unless a clear choice compels them to act.
1. The Subcommittee will meet at the annual POD conference for deliberations. Alternatively, the Committee may conduct its deliberations by e-mail or conference call.
2. The Subcommittee will make its recommendation to the President and the Core Committee at the annual spring meeting of the Core Committee.
3. When an award is to be presented, the Chair of the Subcommittee will be responsible for arranging the production of the symbol of the award.
4. The President will make the presentation of the award at the fall conference of the POD Network.

The Robert J. Menges Honored Presentation Award

Bob was a consummate mentor: challenging, guiding, and deeply involved. It was in his nature to share what he knew and to help others find their own wisdom. He was active lecturing long before it was popular. In every event in which he engaged, he sought to find clever, intelligent, compelling tasks for

people to tackle. He believed in the active life of knowledge. Moreover, Bob knew and respected the practice of social psychology. He loved to create studies out of ideas, and he practiced a wide variety of methodologies and designs. This award honors sessions at our annual conference that reflect his values of caring consultation, active participation, and rigorous research.

Criteria

The criteria for selection of this Honored Presentation Award are as follows:

1. A session(s) from the concurrent or roundtable conference session proposals is chosen to represent the best of sound and rigorous research in an area appropriate to the POD mission.
2. The substance of the session(s) proposal and the research upon which it is based reflect a spirit of nurturing and caring for others, the promotion of professional and personal development, and a spirit of serious scholarship in the deepest and most humane sense.

Operating Procedures

1. The presenters of the designated presentation(s) are to be recognized with a plaque so indicating. Recipients must be in attendance at the conference.
2. This award shall be presented annually.
3. The session(s) selected shall be described as the "Honored Presentation in Recognition of Robert J. Menges Award" in the conference program, which shall also include an explanatory paragraph of this award recognition program.
4. The ordering of the plaque(s) and the maintenance of records relating to the award shall be the responsibility of the Executive Director.

The POD Innovation Award

Criteria

The following are the criteria for award selection.

1. Originality: The extent to which the idea is new or a creative adaptation of an existing idea.
2. Scope and impact: Breadth and length of the impact will be considered.
3. Transferability: Ease of adaptability to other campus environments.
4. Effectiveness: Is the program cost and time effective?

Operating Procedures

1. There are four categories of entries:
 - A. Teaching and learning strategies;
 - B. Consulting strategies;
 - C. Workshops, seminars, and conferences; and
 - D. Organizational development.
2. The award shall be announced in a timely manner in the newsletter, and the announcement shall include the criteria and instructions for submission.

3. The application shall be submitted electronically.
4. Recipients receive either a recognition candle award or the POD Innovation Award lamp as the traveling trophy.
5. Recipients are requested to present a poster session with a brief handout of their innovation at the conference and to attend the evening banquet and awards ceremony.
6. It is the responsibility of the Chair of the Subcommittee to prepare the summary of the POD Innovation Awards and to post this summary on the "POD Innovation Awards" website in a timely manner.
7. It is the responsibility of the annual recipient of the POD Innovation award lamp traveling trophy to arrange for shipping to the annual conference. It is the responsibility of the Executive Director to arrange for shipping of the lamp from the annual conference to the new annual recipient of this trophy.

Certificate of Special Achievement Program

Criteria:

The nomination must be submitted to the Awards and Recognition Committee by a POD member. Self-nominations will not be accepted. The chair and subcommittee chairs of the Awards and Recognition Committee will use the following criteria to evaluate nominees:

- Significance of the achievement in terms of enhancing faculty development or the work of POD, including evidence of success and impact on the field of faculty, instructional and organizational development or on POD as an organization.
- Consistency with the core purposes of POD (see Mission Statement)
- Nominators and nominees must be current or past members of POD.

Operating Procedures

In presenting the nomination, the nominator must include the following in no more than three single spaced pages: formal name of nominee as it might appear on a certificate; title and current Institution; full address, phone number and email; description of special achievement; explanation of its significance and evidence of success and impact on the field of faculty, instructional and organizational development or on POD as an organization; explanation of the goals of POD that the achievement furthers; and a brief biographical sketch of nominee (List pertinent background information that will assist in evaluating the nominee's achievement).

Nominations may be submitted electronically, by fax, or by mail to the Chair of the Awards and Recognition Committee.

Nominations must be filed by the last Friday in May and recipients of the Certificate of Special Achievement will be notified of the Award and Recognition Committee's decision approximately 4-6 weeks after the deadline. The certificate will be awarded at the following annual fall POD Conference.

Committee for the Advancement of Programs and Services

Operating Procedures

If funding proposals are developed for outside agencies and use of existing POD funds is required, the chair of the committee shall consult with the Executive Committee and the Finance and Audit Committee. The decision to submit proposals to an external agency must be reviewed by the Executive Committee before being submitted to the Core Committee for approval.

Diversity Committee

Recruitment and Retention Activities

The work of the Diversity Committee involves quantitative and qualitative outcomes with regard to recruitment and retention of members from underrepresented groups and institutions.

Quantitative efforts include, but are not limited to:

- networking with and awarding travel grants to recruit faculty developers from underrepresented institutions;
- instituting faculty development internship programs for individuals of color who are interested in exploring a career in faculty development.
- Hosting the Diversity Reception at the annual POD Conference

Qualitative outcomes include, but are not limited to:

- serving as an advisory body, working with Executive Committee, Core Committee, and all POD Committees on matters of diversity within the organization;
- encouraging the membership at large to be self-reflective in terms of how diversity is valued;
- encouraging the Core Committee to continually re-engage this issue at a deeper level of understanding in order to create sustained organizational impact;
- promoting organizational efforts to build diversity into all activities to ensure assessment and monitoring of organizational commitment;
- encouraging the support of caucus groups at the annual conference so that groups that share a similar identity can sit or work together during informal or formal gatherings;
- encouraging all committees to be involved in organizational efforts to value diversity;
- raising the consciousness and extending our learning about diversity in general; and
- demonstrating the value of diversity as integral to enhanced student learning and quality teaching in higher education.

Electronic Resources and Communications Committee

Operating Procedures

The committee shall discuss matters referred to it by the Core Committee or suggested by members and shall make recommendations for action to the Core Committee.

Zoomerang Survey Tool Policies

Requests to have access to the POD Zoomerang Survey Tool are guided by the following policies. Policies consist of General Policies, Request for Approval, ECRC Screening Process, Notification of Approval, Survey Instrument Launch Process, and Survey Results Dissemination Process.

Due to the significant importance of and effort involved in the undertaking of research, adherence to a set of policies that will maintain an orderly process is essential for both those seeking to survey the POD membership, POD as an organization, and the individual and institutional members surveyed. It is anticipated that access to the POD Zoomerang Tool will be sought for the purposes of research aimed directly at POD's improvement, mission, and purposes; institutional or individual research agendas falling within the mission of POD, and joint research endeavors that would fulfill both purposes already outlined above.

General Policies

- Approved requests must abide by the rules and guidelines of Zoomerang and POD Zoomerang Survey Policies.
- The POD discussion listserv (the listserv open by subscription to members and non-members and used for ongoing discussion and conversation) will not be used for survey purposes.
- No more than four surveys per year will be approved via the Zoomerang Survey Tool to the POD Membership.

Request for Approval

POD members requesting approval must read and agree to the following policies.

- Only current POD members may request approval to use the POD Zoomerang Tool
- Request for approval must include all of the following to be sent electronically to the Executive Directors for forwarding to the Chair of the ECRC.
 - a. Completion of the necessary request form,
 - b. A copy of the entire survey,
 - c. Purpose of the survey,
 - d. Description of how the results will be used,
 - e. Proof of IRB approval,
 - f. Statement of confidentiality protection and measures,
 - g. Survey Launch period requested
 - h. Plan for dissemination of study results to be made accessible to POD via POD website with anticipated date of dissemination of study findings to POD via web report/link.
- The ECRC will receive requests for approval of use of Zoomerang no sooner than three months in advance of the quarter period of dissemination. Example: A request to launch a survey in January-March must be received between the preceding October-December. If no survey requests are received in the three months in advance, the ECRC will receive requests for Zoomerang Survey use during the actual survey launching period. Example: If no survey requests are received October-January for the January-March quarter, the ECRC may receive late requests during January-March, but the survey must then be launched January-March.
- Exceptions to the Zoomerang Policies will require approval by the Executive Committee of POD.

The ECRC Screening Process

The ECRC committee will review requests for approval to use the POD Zoomerang Survey Tool. At least three committee members are required to review a proposed survey. If three members are not available, the ECRC chair will request the review by the Core liaison member first or by a member of the Executive Committee. The ECRC Committee will review the proposal and materials for survey approval based on the Zoomerang policies and the following areas of concern.

- Is the survey length appropriate for the POD membership?
- Is the information requested redundant? Is the information requested appropriate for POD to host?
- Is the survey acceptable within the next dissemination period?
- How will respondents be assured of confidentiality?
- Is the plan for dissemination of study results acceptable?

Notification of Approval

Survey requests will be reviewed by the ECRC within two weeks of receipt, and a response to the requestor will be communicated within three weeks of receipt. A proposed survey may be submitted up to two times in a given year.

Survey Launch Process

Surveys will be approved for launching via Zoomerang to take place once per quarter in order to space out the requests for information from the POD membership,. Every effort will be made to launch approved surveys within the quarters of the year: January 1-March 31, April 1-June 30, July 1-September 30, October 1-December 31.

Approved surveys must be launched within four weeks of approval in order to maintain spacing between surveys, and the survey is launched by contacting the Executive Director. If surveys are not submitted for launching within the four week period, the host of the survey must contact the ECRC to arrange a suitable date in keeping with any future survey launching periods scheduled. This is required in order to avoid surveying the membership repeatedly in a given quarter.

Dissemination of Survey Results for POD Website

At the completion of the study, results will be disseminated by providing a link to a full web-accessible report on the findings to the POD Executive Director.

Policies for POD-Members only Listserv

The POD Members only listserv is used for carefully selected announcements related directly to matters of pressing POD business. It is not a replacement for the *POD Network News* (newsletter), nor is it a replacement for the open POD discussion listserv.

Only current members of the POD Network are registered on this listserv, and announcements on this listserv are available only to POD members.

The listserv is maintained and accessed by the Executive Director, and it is hosted by the University of Notre Dame.

Finance and Audit Committee

Operating Procedures

1. The Executive Director provides quarterly reports to committee members.
2. The Executive Director provides copies of the monthly reconciliations and the monthly bank registers of all bank accounts to the Chair of the Committee.
3. The Committee reviews the preliminary draft of the annual budget as presented by the President prior to the spring meeting.
4. The Committee monitors investment accounts by reviewing financial statements received from the investment broker.
5. The Committee meets at least once a year at the annual conference.

Also, see above for Budget procedures.

Governance Committee

Operating Procedures

The Governance Committee will identify needed revisions and additions to the POD Bylaws and *Governance Manual* twice annually, following each Core Committee meeting. If the revisions or additions are connected with the business of a committee, that committee will be asked to propose a draft revision or addition for approval by the Core Committee at the next scheduled Core Committee meeting.

Suggestions for policy changes may be submitted at any time to the Past President, and any such requests shall be considered in a timely fashion.

After each Core Committee meeting, the chair of the Governance Committee will forward any changes approved by the Core Committee to the Executive Director, who will make the changes in the *Governance Manual* and distribute the changes to the Core Committee and appropriate committee chairs.

Graduate Student Professional Development Committee

Determination of Subcommittees

The areas represented by the subcommittees are reviewed each year at the annual GSPD breakfast by the larger interest group and revised if necessary.

Responsibilities of Chair

The Committee chair facilitates and coordinates the work of the Committee and maintains regular communication with subcommittee chairs and the larger graduate student professional development interest group. The chair keeps POD's Executive Committee liaison apprised of the work of the Committee and provides biannual reports on the work of the Committee to POD's Core Committee. The chair also acts a liaison to other POD committees for matters pertaining to graduate student professional development. When appropriate, the chair delegates responsibilities to subcommittee chairs. The chair solicits and compiles biannual reports from subcommittee chairs and distributes the compiled report to the Committee for feedback and comment. With input from the Committee, the chair articulates the agenda for the annual graduate student professional developers' breakfast at the POD conference and moderates the breakfast meeting. In collaboration with committee and with input from interest group at annual breakfast, chair formulates goals for the coming year and communicates those goals to Committee and interest group. The chair maintains the lists of interest group and subcommittee members and updates lists annually after conference and as changes occur. The chair distributes a list of Committee and subcommittee members to the Committee as a whole. In consultation with committee, chair selects GSPD Committee Conference Liaison and submits name to conference chair(s) along with the list of

liaison responsibilities. The chair is responsible for outlining and presenting to the Core Committee any budget requests or other proposals that have been approved by the Committee and need the clearance of the Core Committee. As needed, the chair updates the Committee's section of POD's governance manual.

Responsibilities of Subcommittee Chairs

Subcommittee chairs are responsible for organizing, facilitating, and reporting on the work of the subcommittee. In dialogue with subcommittee members, subcommittee chairs will establish goals for their work annually after the POD conference and seek input and final approval on the proposed agenda from the Committee. Subcommittee chairs keep the Committee and the Committee chair apprised of the status of their work and seek input as needed. Subcommittee chairs will provide a written report on the progress of the subcommittee to the Committee Chair twice a year. Members meet as a committee annually at the POD conference prior to the breakfast meeting and give input to the breakfast agenda. As needed, they present on work at annual breakfast.

Committee Membership Selection Procedures

Committee members will each serve a three-year term, with two members rotating off each year. Each year two new "members-elect" will be selected by the interest group. Members-elect will shadow the committee for one year and become regular members of the Committee the following year. Interest group members who would like to be on the Committee will self-nominate by writing a statement of interest. Self-nominations will be solicited after the conference. Nominees must have two years of POD membership to be a member-elect. Each year a vice-chair will be selected by the seven-member committee. The vice-chair will assume the chair position the following year. The chair will remain on the committee as "past chair" for one year after s/he has finished her or his term as chair and then will rotate off the committee. Membership on the Committee and subcommittees will officially begin in the fall after the conclusion of annual POD conference.

Role of Graduate Student Professional Development (GSPD) Committee Liaison in Conference Preparation

1. Work with the program chair or co-chairs to ensure that graduate student professional development issues are represented in all aspects of the program.
2. Solicit and submit names of graduate student developers who are willing to review proposals.
3. Review all proposals pertaining to graduate student professional development and reviewers' recommendations before final decisions are made to ensure a coherent set of offerings on graduate student professional development and the appropriate alignment of sessions with specific formats (e.g., pre-conference workshop, poster session, roundtable, concurrent session, etc.).
4. Make sure that the graduate student professional developer breakfast is scheduled and oversee room setup at conference.
5. Make recommendations as to size of room needed for specific sessions.
6. Communicate with Graduate Student Professional Development Committee Chair

to keep her apprised of conference progress and deadlines and any questions that may need input from the larger Committee.

Grants Committee

Operating Procedures

1. At the spring meeting each year, the Core Committee will determine whether the POD Network will offer a Grants Program for the following year and, if so, the amount of money to be set aside for grants.
2. The Grants Committee will be responsible for informing the membership of the availability of grants and for making recommendations to the Core Committee about the funding of the grants. The Call for Proposals should be distributed to the general membership through the newsletter and on the POD listserv.
3. The Grants Committee will be responsible for finalizing the content of a Call for Proposals, which should include a statement of purpose and information on the amount of funds available, the kinds of projects to be funded, eligibility, review process, timelines, and logistics of submissions.
4. Individuals submitting proposals for the POD Grants Program must have been a POD member for at least 12 months or be co-sponsored by an individual who has been a member for at least 24 months.
5. A grant proposal deadline date will be determined each year to give the Grants Committee time to evaluate the proposals and make recommendations at the following Core Committee meeting.
6. Proposals will be submitted without names to the Chair of the Grants Committee for further distribution to and blind review by Committee members.

Historian Position

Operating Procedures

The historian will:

1. Report to the President and the Executive Director
2. Be responsible for updating a page on the POD website devoted to POD history with links to the POD email archives; to the POD archives in Lincoln, Nebraska; and to online documents relating to the history of POD.
3. Work with the Executive Committee in the selection of POD materials to be preserved and sent to the POD archives.
4. Solicit proposals for sessions by experienced developers on the development of POD and the profession of faculty development, to be submitted for proposal review and to given at the annual conference upon acceptance.
5. Encourage experienced developers to publish retrospectives of POD and the profession of faculty development in *To Improve the Academy* and in other venues.
6. Publish "Four Bits of History," a brief delineation of four exciting moments in the history of POD, in each edition of the POD newsletter.

Membership Committee

Operating Procedures

1. The Executive Director will provide monthly membership data to the Chair of the Membership Committee and the Executive Committee
2. At the end of each calendar year the Executive Director will provide an annual membership report to the Chair of the Membership Committee.

Nominations and Elections Committee

See Nominations and elections procedures above

Outreach Committee

Operating Procedures: To be developed.

Selection Process: To be developed.

Professional Development Committee

Operating Procedures: To be developed.

Selection Process: To be developed.

Publications Committee

Proposing Revisions

When existing stock of a publication is depleted or when a publication has not been reviewed for a period of two years, the Publications Committee shall undertake a review to determine if revisions and/or a reissue are recommended. Revised manuscripts will follow the publications procedures outlined below. Reissues will follow all but the review and design stages, unless recommendations for change have been made by the Committee.

Review Process

Manuscripts of proposed publications approved by the Core shall be reviewed by the Publications Committee prior to printing. The Committee may involve other POD members or non-members in the review process. Manuscript authors must make changes that have been negotiated during this process to the satisfaction of the Publications Committee. If an editor has not been established for the publication, the committee will appoint a group to serve as editor for guiding the publication to final copy.

Royalties

Authors of POD publications that are printed by POD will not receive royalties on the sales of these publications.

If publications are produced by a commercial publisher that pays royalties, the royalties will be divided between POD and the author at the rate of 20%/80%. If the publication is an edited one, then the "author" is considered to be POD, and there is no sharing of royalties.

Design

It shall be the policy of the POD Network that all printed publications, including flyers, announcements, and advertisements printed by the organization display the POD Network logo. Certain publications may also have their own logo. Wherever possible, the POD Network logo shall be printed in color.

The POD Network will attempt to use recycled paper and will request soybean-based, environmentally-responsible ink in the printing of all documents and publications. Wherever feasible, a notice (recycled paper and soybean-based ink icon) will be included to demonstrate the POD Network's commitment to recycling.

The Executive Director shall advise on costs and contracts and shall involve a professional graphic artist and the Publications Committee as appropriate.

Author's/Editor's Agreements

Authors or editors of POD publications will sign a letter of agreement relating to the substance and timetable for completion of the publication. This agreement shall include a statement on royalties or no royalties.

Agreements with Publishers

The Core Committee, with advice from the Publications Committee and the Executive Committee, will determine the publisher for all POD publications. Negotiations will be conducted by the Executive Director in consultation with the publication's author(s) and/or editor(s) and with the Executive Committee and/or the Core Committee. The Publications Committee and the Executive Director will conduct periodic reviews of agreements with publishers and advise the Core Committee on all related matters.

Pricing

Decisions on how to price new POD publications will be made by the Executive Director and the publisher, based on printing and other costs associated with supporting the storage and dissemination of the publications. A two-tiered pricing system will be set up, with a lower price for POD members and a higher one for non-members.

Distribution

Decisions on how to distribute POD publications will be made by the Core Committee on the recommendation of the Publications Committee. Decisions to distribute publications as part of the membership benefit will be made based on overall budget implications.

The dissemination of publications will be coordinated by the Executive Director, who will fill orders directly or work with publishers for direct distribution.

Copyright

POD publications will carry a copyright with the following permission printed underneath: "The contents of this volume have been copyrighted to protect the authors. Nevertheless, consistent with the networking and resource-sharing functions of POD, readers are encouraged to reproduce these materials for noncommercial educational and research use as long as the source is identified and the integrity of the materials is preserved."

Use of copyrighted materials in other publications intended for sale requires written permission of the Executive Director. Those who have obtained this permission shall cite the original source and furnish POD with two copies of the final publication.

Reprint Permissions

Requests for reprint permission from *To Improve the Academy* or *Teaching Excellence* shall be handled by Executive Director. The Publications Committee shall determine the fee schedule for reprint permissions. A listing of reprint requests shall be provided annually to the Publications Committee by the Executive Director and the appropriate editors. Permission to reprint may be granted only if the request is for a purpose in accord with the mission of POD.

Co-sponsorships

Requests for POD co-sponsorship of independent print or e-publications shall be considered on an individual basis by the Core Committee, upon the recommendation of the Publications Committee.

POD Newsletter

Description

The newsletter shall be named the *POD Network News*, and it shall appear three times a year. It shall contain items of interest to the membership such as reports of Core Committee meetings, news or upcoming conferences, and requests for member actions, or other invited pieces.

Selection of Editor

The editor of the *POD Network News* shall be chosen from the POD membership through a self-nomination process, and this process shall include assessment of editorial and layout skills. The newsletter editor shall be appointed by the President in consultation with the Executive Committee and the Publications Committee. The newsletter editor shall have a renewable term of two years.

Responsibilities

The editor of the *POD Network News* has the responsibility for soliciting and preparing information for the newsletter. The Executive Director is responsible for printing and disseminating the newsletter.

Dissemination

All members of POD shall receive the *POD Network News* as a benefit of membership.

To Improve the Academy

Description

To Improve the Academy is an annual book of readings on faculty, TA, instructional, and organizational development. The contents of the book typically come from sessions that have been presented at the annual POD conference, but other manuscripts may be submitted. The volume should reflect the mission of POD and maintain a consistent quality and appearance. Each volume should contain the approved statement on the "Ethical Guidelines."

Responsibilities and Terms of Service of Editors and Reviewers

The editor is responsible for soliciting manuscripts, working with reviewers to decide on acceptances, editing and proofreading the volume, and working with the Executive Director and the publisher through the printing and dissemination process. Both the Editor and the Associate Editor shall serve two-year terms, and the Associate Editor shall succeed to the position of editor.

Each year, six reviewers will be chosen for two-year terms. They will work with the editor and associate editor to review manuscripts and make recommendations for acceptance, rejection, and revision.

Selection of Editors and Reviewers

The Editor and Associate Editor of *To Improve the Academy* will be appointed by the Core Committee with recommendations from the Publications Committee, and this process shall include assessment of editorial skills. Reviewers of *To Improve the Academy* shall be chosen from the POD membership through a self-nomination process.

To encourage interested persons to come forward, a self-nomination form shall be sent to the membership. Self-nominations shall be returned to the next editor of *To Improve the Academy*, who will work with the members of the Publications Committee to choose the associate editor and reviewers.

If the associate editor, editor, or reviewers are unable to complete their terms, the Publications Committee will review past self-nominations and appoint a replacement.

Distribution

To Improve the Academy shall be distributed annually to all members as part of their membership benefit. Distribution shall occur at the annual meeting and by mail to non-attending members subsequent to the annual meeting. All authors shall receive one complimentary copy of the volume.

Essays on Teaching Excellence

Description

The *Essays on Teaching Excellence* is a regular short paper series on college teaching and learning and faculty, TA, instructional, and organizational development issues. The intended audience for which is faculty members, not faculty/TA developers. These papers originate primarily by invitation of the editor although open submissions are reviewed. The papers are subject to a peer review process. *Teaching Excellence* is published by the POD Network. Eight issues are published annually. *Teaching Excellence* is available in either a print version or an HTML version. While authors of essays do not need to be POD members, it is preferred that they be members of POD.

Terms of Service and Selection of Editor

The editor of *Teaching Excellence* is appointed by the Core Committee upon recommendation of the Publications Committee and on the basis of self-nomination, and the process shall include assessment of editorial skills. The current editor of the series shall receive a complimentary subscription to the series.

Responsibilities of the Editor

The editor shall consult with the Publications Committee on the determination and/or solicitation of manuscripts.

Distribution

Individual and site license copies of *Teaching Excellence* will be distributed on a subscription basis. Site license subscribers to the print version purchase the right to distribute an unlimited number of copies at their site. Subscribers to the html version purchase the right to post the material on a website within the institution as long as access to the material is restricted, and an End User License Agreement to this effect must be signed. The Executive Director publicizes subscription information, maintains the subscriber list.

Teaching Excellence Essay Readings Packets

Readings packets composed of previous *Teaching Excellence* essays, grouped according to relevant subject matter, will be announced annually. These packets are designed to provide succinct and relevant readings for use in individual consultation, seminars, and workshops. The *Teaching Excellence* Editor shall update the packets annually at the conclusion of the distribution year for the *Teaching Excellence Essays*, in consultation with the Publications Committee.

POD COLLABORATIVE PUBLICATIONS

POD collaborates with other faculty-oriented organizations in producing two publications. In the case of the publications listed below, POD members contribute all of the articles involved.

POD – IDEA Notes

Description

This is a collaboration between The IDEA (Individual Development and Educational Assessment) Center at Kansas State University and the Professional and Organizational Development Network in Higher Education (POD). The *POD – IDEA Notes* series contains twenty short essays, each one pertaining to one of the twenty items found in the diagnostic section of the IDEA “Student Reactions to Instruction and Courses” form. This is a “one-time” project with the possibility of a future collaboration to update and add to the original set of *Notes*.

Although, this series of *Notes* was developed primarily as a resource for users of the IDEA student ratings system, the topics addressed are important to anyone who teaches, and the *Notes* can also serve as a valuable resource even to those who do not use the IDEA system. The “Notes” contain four sections:

- Background. This section provides contextual information about the item and the rationale for its relevance.
- Helpful Hints. Describes three or four ways one might successfully employ this method.
- Assessment Issues. Describes ways to assess the teaching method or student learning goals related to the method.
- References. A list of resources that often provide background, theory, and additional suggestions for improving teaching.

Selection of Editor

The Editor of the POD-IDEA Notes shall be chosen from the POD membership. Given the “one time” nature of the project, there is not a need to establish a procedure for selecting a person for continuing editorial responsibilities. If an updated series of *Notes* is negotiated in the future, another selection process will be necessary at that time.

Responsibilities

The Editor of the first series is responsible for the following:

- Coordinating with the IDEA Center on the content, style, and format of the *Notes*;
- Locating contributing authors;

- Collecting, reviewing, and editing drafts;
- Coordinating a schedule for submitting a set of ten *Notes* in July, 2004 and a second set of ten *Notes* in July, 2005;
- Working with IDEA staff on final copy for the *Notes* series;
- Working with IDEA Center staff and POD the CORE Committee to establish guidelines and/or a process for further collaborations to update the *Notes* series.

If a decision to update the series is made in the future, the responsibilities of the new Editor will be determined at that time.

Dissemination

POD – IDEA Center Notes will be available via the websites of POD and the IDEA Center. POD and the IDEA Center also may reproduce, use, or distribute the *Notes* in any not-for-profit way as long as appropriate credit is given to individual authors and to both organizations. Costs and revenue from any for-profit use of the *Notes* will be shared equally by POD and the IDEA Center.

Thriving in Academe

Description

Thriving in Academe is a four-page article on teaching and learning in higher education, published as a collaboration between The Professional and Organizational Development Network in Higher Education (POD) and the National Education Association (NEA). "Thriving" appears as a column in the NEA periodical publication *The Advocate*. Each publishing year will involve 5-6 articles, depending on the NEA publishing schedule.

Terms of Service and Selection of Editor

The editor of Thriving in Academe is appointed by the Publications Committee and on the basis of self-nomination, and the process shall include assessment of editorial skills. The current editor of the series shall receive a complimentary subscription to the series.

Responsibilities of the Editor

The editor shall consult with the Publications Committee and/or Advisory Committee on the determination and/or solicitation of manuscripts.

Distribution

The readership of *The Advocate* is approximately 87,000. It is available free, online, and distributed in print form to NEA members.

An advisory board of six POD members, each serving for a period of three years, will serve for both Thriving in Academe and Teaching Excellence. Duties include helping the editor of these two publications identify authors and topics and to review one or two essays per year to help ensure accuracy and legitimacy. Members are asked to represent certain professional areas or topics, according to their respective fields of expertise.

Program Descriptions

Description

Program Descriptions are a set of entries that describe specific faculty, TA, instructional, and organizational development programs at campuses throughout the nation. Revisions will be done on a continuing basis. Institutions will be responsible for updating their own descriptions and submitting these to the Executive Director. Periodically, the Executive Director will put a notice in the newsletter encouraging new submissions and revisions for the *Program Descriptions*.

Dissemination

An on-line copy of the *Program Descriptions* will be maintained on the POD website. This copy will be updated as revisions are submitted so that members have electronic access to the latest information submitted by institutions. Periodically, the Executive Director will print information on how to access the electronic *Program Descriptions* in the newsletter.

POD Innovation Award Summary*Description*

The *POD Innovation* Summary contains the award contributions to this award program, and it is posted each year at the conclusion of the annual conference on the "POD Innovation" website, which is linked from the POD website.

Responsibilities

The Chair of this Awards Subcommittee has the responsibility of arranging the entries by category, editing them, and overseeing the posting thereof on the POD Innovation website.

Research Committee:

To be developed.

Finance and Audit Committee

Charge

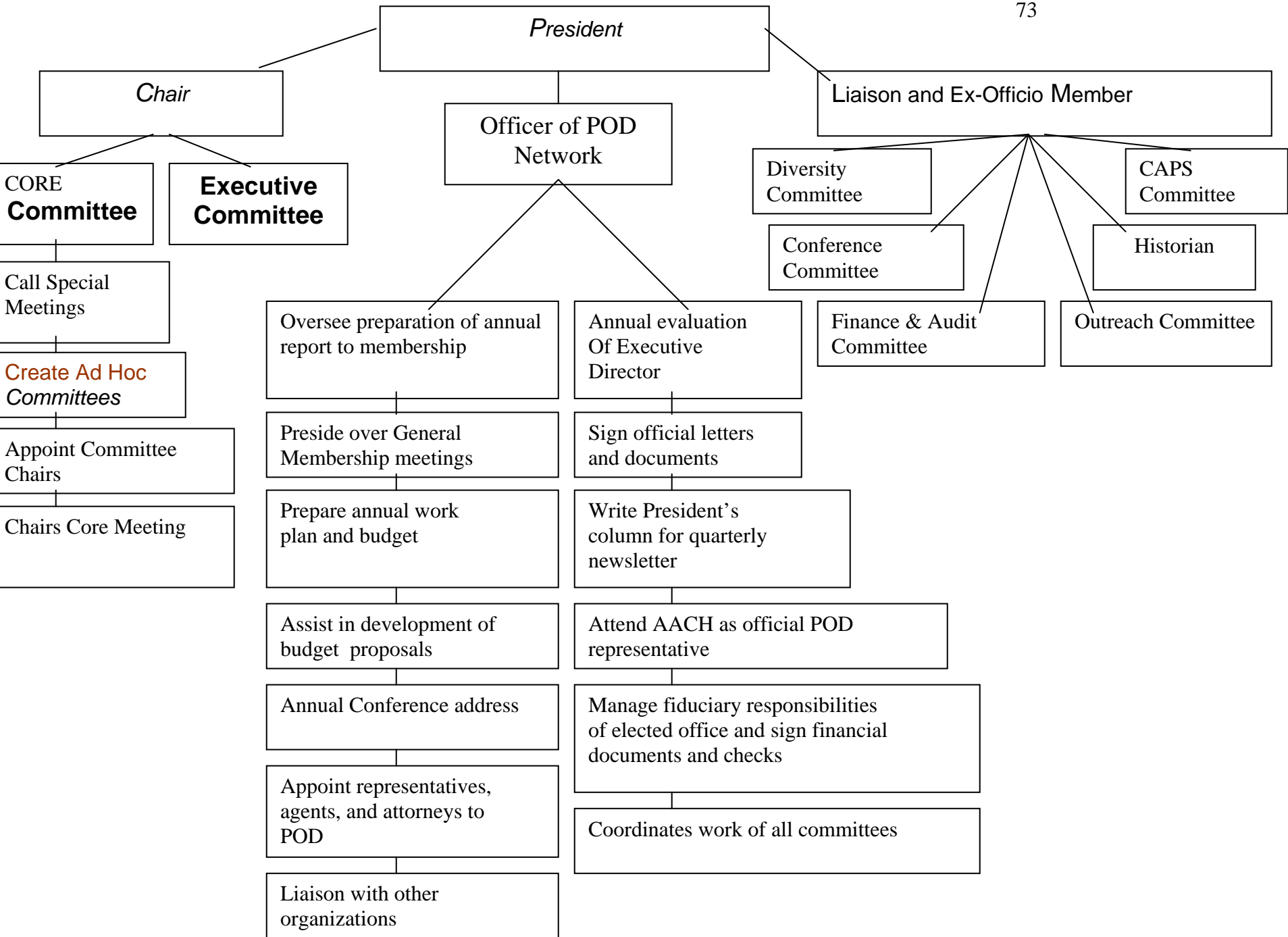
The purpose of the Finance and Audit Committee is to assist the Core Committee in meeting its fiduciary responsibilities to members and the general public by ensuring that POD is in good financial health. In particular, the Finance and Audit Committee provides oversight on behalf of the Core Committee to ensure that POD's assets are protected and that its resources are used appropriately and effectively to help fulfill the organizations mission. Policies on these matters are to be found in the section titled "Fiscal Policies."

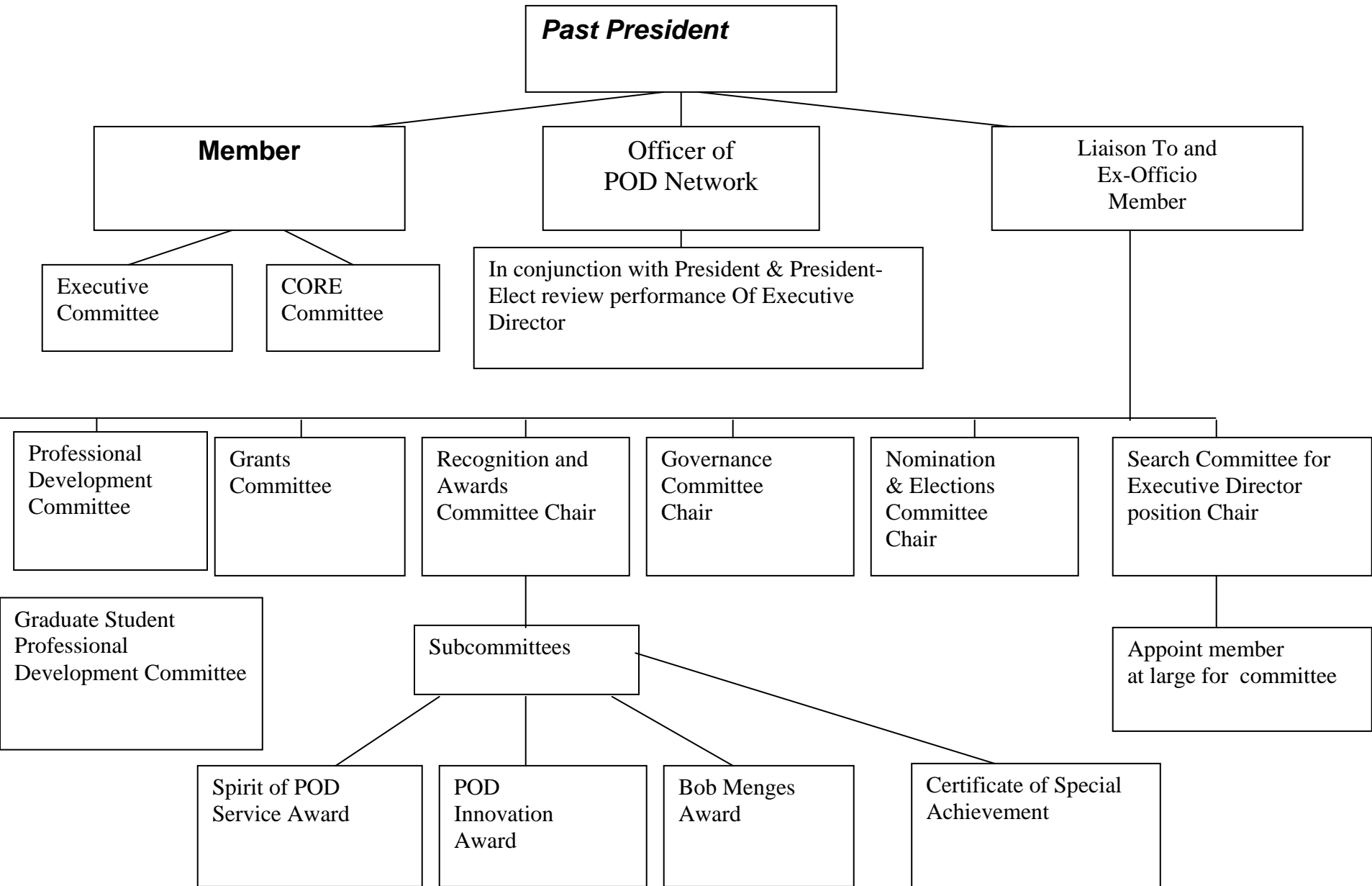
The specific responsibilities of the Finance and Audit Committee are to:

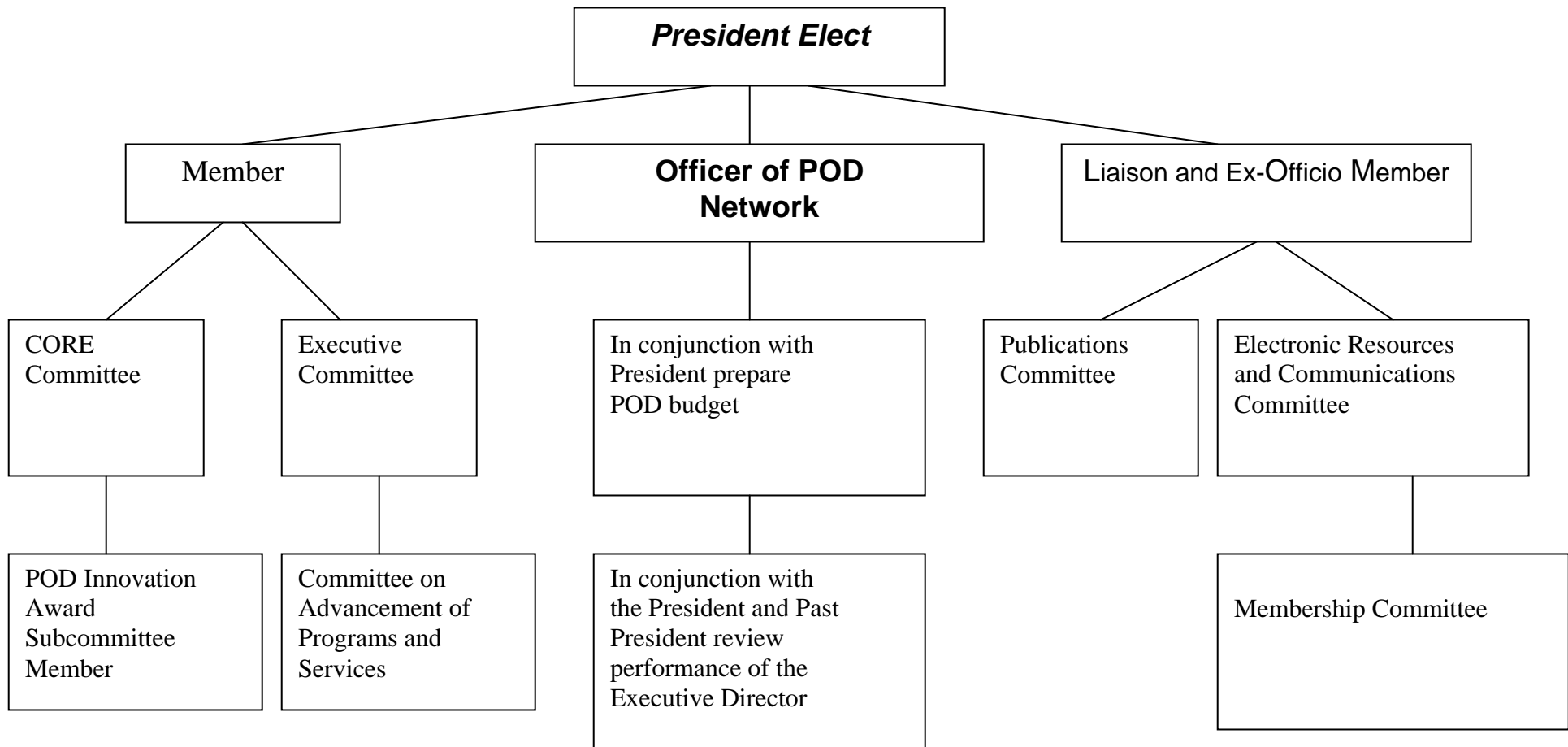
- oversee the development of annual and long-range financial plans and review and recommend financial plans and significant revisions, if any;
- develop and recommend policies to safeguard the organization's assets and monitor the organization's compliance with these policies;
- review and recommend membership and major program fees ;
- ensure that accurate and complete financial records are maintained;
- review and recommend financial statements, including quarterly revenue/expense reports and balance sheets;
- oversee compliance with federal, state, and other reporting requirements;
- oversee the annual audit and any corrective actions;
- assist the Core Committee in understanding the organization's financial condition and in providing governance on financial policy;
- select an auditor to conduct audits authorized by the Core Committee

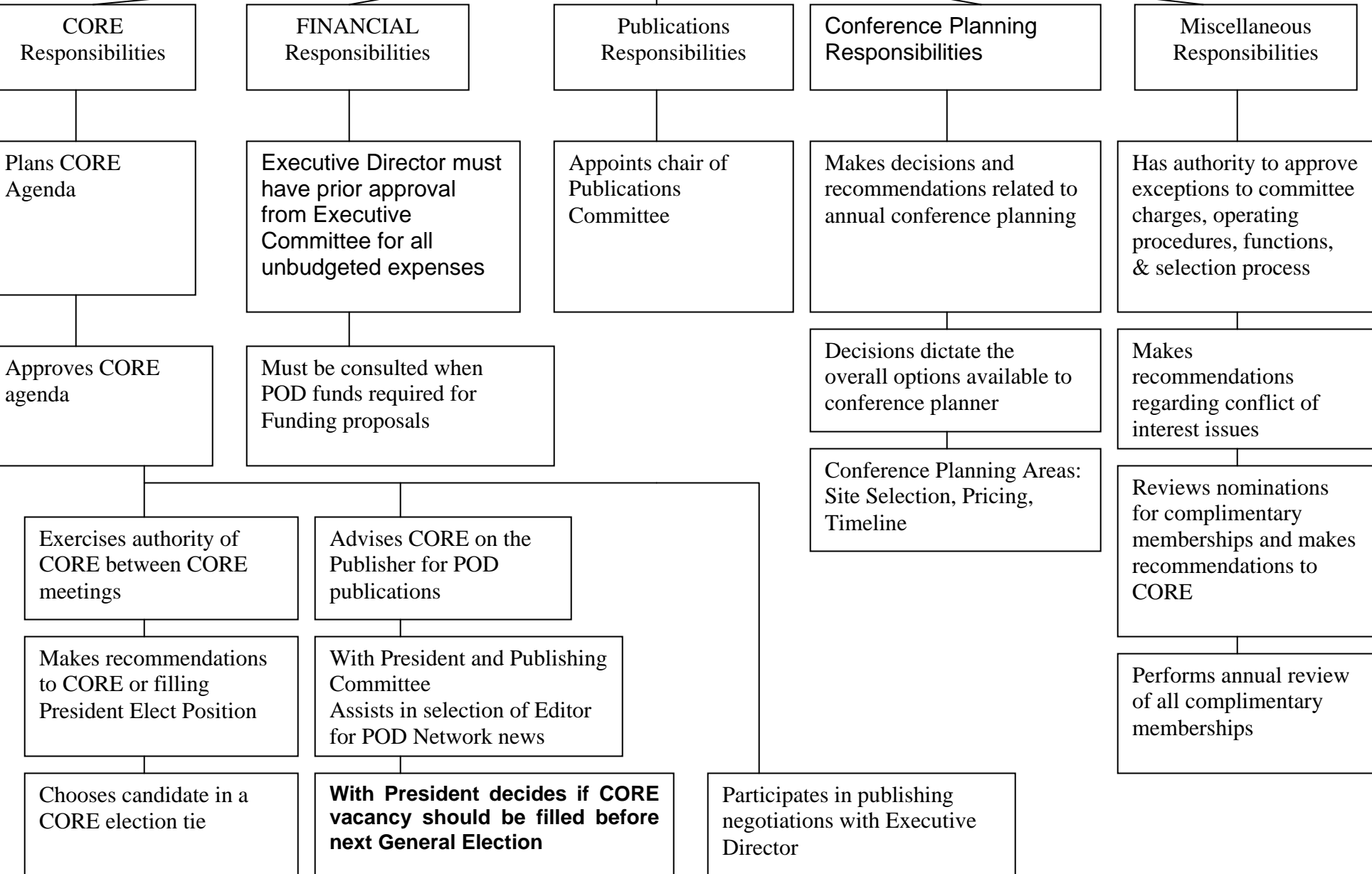
Membership

The Finance and Audit Committee consists of four to six members, at least three of whom are Core Committee members, plus the President and Executive Director as an ex-officio, non-voting member. The Chair of the Committee is appointed by the President.









Executive Director

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