

NCCI Board of Directors & Officer Norms

Purpose

This document serves as a supplemental resource for newly elected Board of Directors (BOD) members and those transitioning into committee liaison roles. It codifies standard expectations that may not be explicitly addressed in formal policies or procedures. The Governance Committee will review and update this document as needed. These norms are intended to reinforce effective governance, accountability, and engagement across the Board.

Duties of Board Officers

The Executive Committee operates in support of, and when necessary, on behalf of the full Board. It consists of the President, Past President, Vice President/President-Elect, Treasurer, Secretary, and Executive Director.

Primary Responsibilities

- Serve as liaison to the NCCI Central Office
- Address time-sensitive or urgent matters between Board meetings
- Establish agendas for full Board meetings
- Provide strategic leadership and direction to ensure Board effectiveness
- Monitor Central Office performance and provide feedback
- Appoint committee and task force chairs (President)
- Conduct initial evaluation of new initiatives and opportunities
- Oversee the NCCI Sponsorship Program (President-Elect)
- Serve as official spokesperson for NCCI (President or designee)
- Ensure execution of annual Board member and officer elections

Limitations of Authority

- Define or alter its role independent of the Board
- Elect or remove Board members
- Hire or terminate Central Office staff
- Approve or modify the organizational budget
- Make major structural decisions

Duties of Board Members

- Support and advance NCCI's mission, goals, and strategic plan
- Participate in periodic review of strategic priorities
- Attend and actively engage in Board meetings
- Fulfill fiduciary duties: duty of care, loyalty, and obedience

- Review and interpret financial reports; act as responsible stewards
- Ensure adequate resources are secured
- Serve on or lead at least one committee
- Identify and avoid conflicts of interest
- Participate in the Annual Conference
- Maintain familiarity with governance structure
- Promote NCCI within professional networks
- Monitor programs and services
- Contribute to policy development

Committee Participation

The Board currently has three standing committees (listed below), but that number can change based on need and BOD direction. Each board member is expected to participate in one of the Board committees or serve as a committee in liaison with one of four volunteer committees (covered in the next section). The Board committees typically meet monthly and report at the BOD monthly meeting. The committees may have subcommittees that determine when to meet in addition to the monthly committee meeting.

The BOD president, president-elect, secretary, and treasurer serve as chairs of the Sponsorships and Partnerships, Finance, Governance, and Community Engagement Committees.

Sponsorships and Partnerships Committee (Chair: President)

The Sponsorships and Partnerships Committee is responsible for leadership, strategy, and relationship stewardship to sustain and grow sponsorships and partnerships that advance NCCI's mission, strengthen member value, and support long-term organizational sustainability.

- **Relationship continuity:** Consistent sponsor and partner engagement that builds trust over time
- **Stronger stewardship:** Better follow-through on commitments, renewals, and multi-year opportunities
- **Improved coordination:** Stronger alignment across events, institutes, communications, and programming
- **Strategic growth:** Partnerships that advance NCCI priorities beyond traditional sponsorships
- **Knowledge retention:** Preserved relationship history and reduced annual rework

- **Board accountability:** Clearer visibility, reporting, and governance for external relationships

Finance Committee (Chair: Treasurer)

The Finance Committee is responsible for assisting the board in ensuring the organization is in satisfactory fiscal health. The work of the committee revolves around six major areas:

- Ensure that accurate and complete financial records are maintained.
- Ensure that accurate, timely, and meaningful financial statements are prepared, analyzed, and presented to the board with commentary on a quarterly basis.
- Oversee budget preparation and financial planning.
- Safeguard the organization's assets.
- Oversee investment strategy.
- Help the full Board understand the organization's financial affairs.

Governance Committee (Chair: Secretary)

The Governance Committee regularly reviews Board practices and makes recommendations to strengthen the Board's effectiveness and long-term sustainability. Its responsibilities focus on the following six areas and may evolve based on Board priorities and emerging practices:

- Board role and responsibilities
- Board composition
- Board knowledge
- Board effectiveness
- Policy review
- KPI creation and distribution

NCCI Community Engagement Committee (Chair: President-Elect)

The NCCI Community Engagement Committee is responsible for advising the Board on matters related to board composition, effectiveness, and long-term sustainability. The committee is composed of current board members and supports governance-level planning and oversight. The committee's responsibilities include:

- Oversee the annual development of inclusion and belonging priorities and objectives for incorporation into the NCCI balanced scorecard.

- Monitor progress on inclusion and belonging objectives and coordinate with board committees and stakeholders responsible for their implementation.
- Recommend the resources needed to support inclusion and belonging objectives.
- Support ongoing education and development for board members and NCCI leadership related to inclusion and belonging.

Duties of Volunteer Committee Liaisons

NCCI currently has four volunteer committees (listed below), but that number can change based on need and BOD direction. Each committee has a Board liaison. The Board liaison represents the Board at regularly scheduled committee meetings and reports on behalf of the Committee Chair at the BOD monthly meeting. Volunteer committees may have subcommittees that determine when to meet in addition to the monthly committee meeting.

Volunteer Committees

Annual Conference Committee

The Annual Conference Committee designs the educational program for the NCCI Conference each year. This includes selecting speakers for concurrent workshops and general sessions and coordinating conference logistics.

Education Council

The NCCI Education Council is responsible for the comprehensive development of core competencies for the organization and the process by which these competencies can be reliably incorporated into all educational offerings. Its work includes reviewing and identifying core competencies, overseeing education and professional development offerings, and analyzing higher education trends and potential new opportunities for NCCI members.

Professional Development Committee

The Professional Development Committee supports the sharing of information, skills, and knowledge by creating professional development opportunities that provide value and recognition to NCCI members, both as individuals and institutions.

Volunteer & Member Engagement Council

The Volunteer & Member Engagement Council is charged with collecting data, providing analysis, making recommendations, and completing projects to positively impact the recruitment, retention, and experience of NCCI members and nonmembers. The committee will typically meet once per month unless otherwise needed.

Board Officer / Board Member / Committee Member Meeting Attendance & Participation Expectations

- All individuals serving NCCI in a Board or volunteer committee capacity are expected to conduct themselves ethically and professionally and to treat others with courtesy and respect.
- Attendance is expected at regularly scheduled meetings.
- At least one Board meeting each year will be held in person at the annual conference. Board members or their institutions are responsible for travel expenses related to attending Board meetings.
- The appropriate party will distribute the agenda and meeting materials in advance, as noted below.
- Members are expected to complete any pre-reading or document review before the scheduled meeting, rather than during it, so discussion can be thoughtful and efficient.
- Members are expected to participate in all meetings unless prevented by conflict with professional responsibilities. If an issue arises that may affect attendance, members should notify the appropriate leadership as specified below. If a recurring conflict affects the established meeting time, leadership can work with the member to determine the best course of action.
- If a member demonstrates a pattern of missed meetings without notice or repeated lack of preparation, the appropriate leadership, as specified below, will initiate a conversation with the member and report back to the Board of Directors. A pattern may include two missed commitments without notice or three missed commitments with notice.

Table summarizing meeting expectations:

Group Meeting	Meeting Schedule	Meeting Materials Provided by	Notify if Unable to Attend
Board Officers	Monthly	President & Executive Director	President & Executive Director
Board	Monthly	President & Executive Director	President & Executive Director
Committee	Monthly	Committee Chair(s)	Committee Chair(s)

Version Control

Version	Date	Description of Changes	Author/Reviewer

1.0	06/01/2026	Revised	Maureen Knight-Burrell
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