



Future of the Treasurer Position

April 13, 2017

Background

The workload of the Treasurer position has increased substantially since changes to the position's term were made in 2014. At the February 2017 Executive Board meeting the current Treasurer outlined several concerns needing discussion:

- The organization is thriving financially however that has led to an increased workload for the Treasurer.
- As the organization has grown financially the resources used to manage those finances are still largely confined to standard spreadsheets.
- As proposed by the Finance Task Force in its 2013 report the organization reviewed external companies that could take on some of the annual business processes. The issue is the cost which would result in a significant loss for the organization.
- The current term of over three years is a long commitment for a position with increasing responsibility.
- There is currently work being placed on the Treasurer position that is not outlined in the position and is contributing to the increasing amount of work.

Questions to Be Asked

In order to resolve these concerns there are several questions the organization needs to discuss:

- Is the current workload of the Treasurer position sustainable and is there an expectation the workload will increase in the near future?
- What are the software programs the organization can purchase to manage its financial resources more effectively?
- Does the current three year term of the Treasurer position still make sense for the organization?
- Should the organization create a Treasurer-Elect position that can assist with the workload while also learning about the more complicated elements of the position?
- Should the newer responsibilities of the Treasurer remain with the Treasurer or should they be added to a different position in the organization?

Current Workload

The current workload of the Treasurer position has increased to an additional full-time job at times. In addition to the current responsibilities it is important to note:

- The organization has a new corporate relations plan designed to increase revenue and sponsorships which will directly impact the Treasurer.
- The organization is moving to a hotel conference center for the Annual Conference which will increase finances throughout the year.

This supports the notion that the current workload is not sustainable and should be adjusted where possible.

Financial Software

The Finance Committee is currently reviewing software programs and will be making a recommendation to the Executive Board on an option for the organization to move forward with in the future.

Treasurer Term Length

The Executive Board has discussed concerns with the three year term due to two primary issues:

- The workload is daunting and can wear down the person who takes on this role increasing the possibility of losing that person before the term has ended.
- In a profession that sees many professionals relocate for job opportunities does the organization risk missing out on qualified candidates due to concerns about being able to commit to a three year term?

This question is likely to have support on both sides of the issue. It is also likely to be informed by answers to the other questions in this review.

Treasurer-Elect

A Treasurer-Elect position was discussed and recommended by the Finance Task Force if the organization was unable to obtain the services of an external company to assist with its finances. The final recommendations stated:

If we do not decide to retain a Business Manager, revise the Executive Board to include both a non-voting Treasurer-Elect position and a voting Treasurer position.

This system is currently employed by NWACUHO, and we believe that it has considerable merit. The two most compelling reasons for offering an ‘apprenticeship’ year for the Treasurer:

- *this is the position with the most detailed set of requirements (organizational, legal, and reporting) to learn and master; and*
- *it is the one whose failure is potentially most catastrophic for the organization.*

The FTF explored two options for this recommendation:

- *A two year term; one as Treasurer-Elect, one as Treasurer; OR*
- *A three year term; one year as Treasurer-Elect, two as Treasurer.*

While the FTF discussions indicated benefits and drawbacks to each option, we ultimately decided to recommend the two-year term, as most FTF members felt that a three-year commitment was simply too likely to decrease the candidate pool or result in people leaving the position mid-stream due to job changes, personal considerations, etc.

Additional Responsibilities

As the organization attained 501(c)3 status additional responsibilities were taken on by the Parliamentarian to ensure necessary paperwork was filed each year. As the

Parliamentarian changed these new responsibilities were placed on the Treasurer. Currently they are not outlined under any position in the Constitution and Bylaws nor the Operations Manual. Although these responsibilities are financially related they could potentially be placed under a different existing position.

Possible Changes

Currently there are five different approaches the organization could take to the Treasurer position and its responsibilities:

1. Do nothing and hope.
2. Adjust the current Treasurer's term to two years but maintain the responsibilities in their current form.
3. Adjust the current Treasurer's term length to two years and create a Treasurer-Elect position which would be elected during year one of the Treasurer's term and begin serving during year two.
4. Maintain the current Treasurer's term length of three years and create a Treasurer-Elect position which would be elected during year two of the Treasurer's term and begin serving during year three.
5. Move some of the responsibilities falling on the Treasurer currently to the Past-President and:
 - a. Maintain the current Treasurer's term length of three years OR
 - b. Adjust the current Treasurer's term length to two years.

The first four options are largely reflected in this review already. The last option however is not and needs explanation. The Past-President's responsibilities are largely confined to the second part of the year. There is considerable opportunity to use this individual's knowledge and time to work on financial related items during the first six months of the year. The recent adjustment to the fiscal year would mean many of the organization's filings would be taking place during the first six months of the year. This could potentially relieve enough of the workload from the Treasurer that a new position would not be necessary.

Each of these options provides varying challenges with regards to the timeframe in which they could take place. Any change to the Treasurer position, creation of a Treasurer-Elect position, or change to the responsibilities of the Past-President would require an organizational vote to be held. The only item that would potentially need to be approved prior to this year's Annual Conference would be the creation of a Treasurer-Elect position. The other changes could wait until the Business Meeting.

The areas of the Constitution and Bylaws that would need to be adjusted are on the next page.

Constitution and Bylaws Changes

The following areas of the Constitution and Bylaws would need to be reviewed and changed:

Page 2, Article VII – Officers, Section 2.

- a. The Elected Officers of NEACUHO shall be the President, President-Elect, the immediate Past-President, Secretary, Treasurer, and six District Coordinators.
- d. The Treasurer shall be elected to serve a three-year term.
- e. The term of every elected office shall begin at the close of the annual conference immediately following the election and, with the exception of the Treasurer, conclude at the close of the corresponding annual conference at the end of the term. The Treasurer's term shall end December 31 following the third annual conference of the elected term and upon completion of the transfer of accounts.

Page 3, Article VII – Officers, Section 3.

The Elected Officers of NEACUHO shall have the authority to vote during Executive Board meetings or for the purpose of other official NEACUHO business.

Page 3, Article VII – Officers, Section 5.

- d. In the event of a vacancy in the offices of Secretary, Treasurer, or District Coordinator, the President, with approval of the Elected Officers, may appoint a member for a period up to 60 days until a special election is held. The person elected to complete the term shall be eligible to seek a full term.

Page 4, Article IX – Control of Funds, Section 1.

The Treasurer shall be responsible for the receipt and disbursement of all funds using established NEACUHO financial guidelines. A bank account convenient to the Treasurer's location shall be established as a depository of such funds. Two Elected Officers must sign for requests on any expenditure by NEACUHO.

Page 6, Bylaws, Section 3.

The immediate Past-President shall:

- a. Coordinate all required election processes.
- b. Chair a committee which includes two Past-Presidents and two past award winners, for the purpose of awarding and recognizing exemplary service to NEACUHO and to the profession.
- c. Provide direct liaison contact to standing committees.
- d. Accept delegated responsibilities the President may assign.

Page 6, Bylaws, Section 5.

The Treasurer shall:

- a. Be responsible for the receipt and distribution of all funds utilizing established financial guidelines.

- b. Establish a bank account convenient to the Treasurer's location for the depository of funds.
- c. Chair the Finance Committee made up of one elected officer and one appointed board member as well as three additional members. Ideally the six person committee is representative of each of the six districts.
- d. Provide a written financial report at the annual business meeting and Executive Board meetings.
- e. Coordinate an external audit process annually and report results to the membership.
- f. Accept delegated responsibilities the President may assign.