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# **CACUBO Business Policies and Procedures Manual Forward**

CACUBO has vested in the Treasurer of the Association, the chief financial officer of the organization, the responsibility for overseeing all financial functions of the organization. The Treasurer may delegate certain functions to recognized committees, task forces, and individuals to more effectively carry out Association programs.

Because of its delegation and decentralization, CACUBO recognizes the need for a Business Policies & Procedures Manual. This manual is intended (1) to serve as an authoritative source on the Associations fiscal policies and procedures and (2) to provide guidance to all persons serving in financial positions within the organization.

Persons accepting CACUBO appointments that include financial responsibilities are expected to follow the guidelines contained in this manual. This will promote consistency, continuity and compliance with regulatory standards (i.e., I.R.S. reporting, state tax exemptions, etc.).

The Treasurer or Controller will disburse copies of this manual as needed. Future Business and Finance Committees have the responsibility for developing, implementing and documenting current and future Association business policies and procedures. The work of this committee, along with the work of the Audit Committee, is intended to guide the Association's financial activities.

## **SECTION A - General Policies**

### **Contracts**

All contracts covering current and future Association commitments are kept on file with the Secretary and Treasurer. This includes contracts for insurance coverage, for hotels covering future CACUBO events, for maintenance of the database, for solicitation of vendors and sponsors for the Annual Meeting, etc. The President of the Association is the individual having specific contractual authority. The President may provide express written delegation of contractual authority to professional development committees for specific activities. The Business and Finance Committee is responsible for annually reviewing all continuing contracts.

### **Taxes**

The Treasurer has ultimate responsibility for all tax matters including the preparation and filing of an annual form 990 as a not-for-profit corporation. The Treasurer or his/her designee is also responsible for issuing all required 1096 and 1099 statement of payments to independent contractors. Professional development committees who have their own bank accounts will be required to report this information to the Treasurer by January 10. Committees needing tax exemption certificates should contact the Treasurer.

### **Sales Tax Exemptions**

Committee Treasurers should contact the CACUBO Controller for information about current

sales tax exemptions. If CACUBO does not have a sales tax exemption in a state where a professional development program is to be held, the CACUBO Treasurer shall research whether CACUBO may qualify for exemption and, if so, apply for the sales tax exemption.

### **Insurance**

Insurance covering the activities of the Association is usually secured through NACUBO. Basic liability coverage, as well as a general umbrella package, is provided. Committee members should contact the CACUBO Treasurer for any necessary certificates of insurance.

### **Records Retention**

Financial records are established and maintained to provide (1) information to members regarding CACUBO activities, (2) information to CACUBO program managers regarding programs for which they are responsible, (3) information to CACUBO officers for review, planning, management and budgeting, (4) documentation for review by internal and external auditors and (5) compliance with statutes and/or regulations. Refer to Attachment (C) of this Manual for specific record retention guidelines. The Treasurer will also periodically review and recommend to the Board of Directors revisions to this policy.

### **Training**

Formal new committee training will be conducted annually. All outgoing chairs are responsible to train incoming chairs to the extent necessary.

### **CACUBO Sponsored CMI Scholarships**

The Board, with the recommendation of the CMI Chair will approve and authorize the awarding of CACUBO Sponsored CMI Scholarships. The amount will be determined annually.

### **Vendor and sponsor fees**

The Association may contract with private firms to solicit advertising space and to promote sponsorship opportunities as a part of its activities. These contracts may allow the firm to collect monies from vendors and sponsors on behalf of the Association, including the payment of registration fees for company representatives. Firms providing this service are responsible for collecting such monies and for remitting to the appropriate professional development committee in a timely manner. Firms are responsible for providing a full reconciliation of all activities to individual professional development committees or to the Treasurer as directed.

### **Receipts**

The revenues of the Association consist of dues, registration fees, vendor and sponsor fees, investment income and other miscellaneous income. Dues are paid by Association members directly or are forwarded from NACUBO (National Association of College and University Business Officers) to the Treasurer. The schedule of annual dues is established by the Association membership at the Annual Meeting. Registration fees may be collected by individual professional development committees (professional development committees are defined as being those CACUBO members who have agreed to develop and produce a professional development program such as the Annual Meeting, the St. Louis Workshop, the Management Institute, the Current Issues Workshops, etc.). Professional development

committees are responsible for the accounting, reporting and remitting of all registration monies to the Treasurer. Registration fees maybe collected by a firm with whom the Association contracts to collect such funds. Vendor/sponsor fees may be collected by the professional development committees or by firms with whom the Association contracts to collect such funds (see Vendor and Sponsor Section). Investment income is generated through investments made by the Treasurer. The Treasurer is responsible for accounting/reporting all revenues to the Board of Directors and to the Association at the Annual Meeting.

### **Expenditures**

Committee chairpersons and members have a stewardship responsibility for association funds. CACUBO is accountable to the member colleges and universities to use their funds properly and effectively. When arranging CACUBO meetings and functions consideration should be given to choosing a site which minimizes travel costs and assures that the cost for all CACUBO functions, including meal and other costs, are reasonable and appropriate.

Expenditures of the Association generally include those items necessary to carry out professional development activities for the membership, such as the Annual Meeting, the St. Louis Workshop, the Management Institute, the Current Issues Workshops, as well as related expenses associated with the various CACUBO working committees. The Treasurer, Controller, and professional development committees that have received approval have authority to disburse CACUBO funds. Original documentation for all disbursements is required to be submitted to the Treasurer or Controller with the standard expense reimbursement form.

### **Bulk rate mailing permits**

Committees should ensure that not for profit mail rates are used whenever possible. Contact the CACUBO Treasurer for assistance.

## **SECTION B - Budgets and Planning**

- . Budget Process
- . 5 year Budget

### **Budget Process**

The Board of Directors, with significant direction from the President, is responsible for determining the professional activities to be pursued each year and, as such, is also responsible for preparing a budget for each activity. The budget year is from September through August. The budget process calendar is:

- December - Board reviews preliminary annual meeting budget
- May - Committee chairs will be required to complete a standard budget request form (see Appendix A) projecting revenues and expenses associated with professional development programs and standing committees.  
Chairs will receive instructions from CACUBO's Treasurer or Controller on how to complete and return the forms.
- June - The Treasurer and Controller will prepare program activity budgets

- June - The Business and Finance committee will review and recommend budgets (including upcoming annual meetings to the Board for approval.)
- October - Final approved committee budgets will be distributed to the committee chairs by the Controller or Treasurer.

## **SECTION C - Travel Reimbursement Policy**

### **General travel reimbursement policies and procedures**

The Treasurer and/or Controller is responsible for communicating current reimbursement policies and procedures to those individuals who incur expenses on behalf of the Association. A standardized reimbursement form can be obtained from the Controller or Treasurer. (Find form at [www.cacubo.org](http://www.cacubo.org)).

1. Transportation - When using air transportation, tourist class is required. Necessary personal mileage will be reimbursed following the current Federal rates as published on the Internal Revenue Service website.
2. Hotel or motel
  - a. The location of the hotel/motel at which the meeting is to take place will be announced in the call for the meeting.
  - b. Persons are responsible for obtaining their own hotel/motel accommodations unless the call for the meeting specifies that other arrangements will be made.
  - c. Expenses for spouses of all persons are to be paid for by the traveler. Hotel/motel statements and other itemizations should include information on the rate or charges.
  - d. The Annual Meeting hotel expense for the President and one guest is covered (usually through the hotel contract providing for complementary lodging based on rooms booked.)
3. Meals - CACUBO will reimburse reasonable expenses for meals plus gratuities. Persons paying for group meals should list the names of the persons for whom the meals are paid. When a meal is scheduled by CACUBO for which it assumes the cost, meals eaten elsewhere are not reimbursable. If on any occasion a spouse accompanies a committee member to a CACUBO provided meal while on CACUBO business, the committee member shall reimburse CACUBO at the federal per-diem rate for that city. However, in the event of a group Board dinner hosted by CACUBO, an accompanying spouse or guest who wish to attend will be considered guests of CACUBO.
4. Other expenses
  - a. Automobile expenses - Use of a personal or University vehicle will be reimbursed at the rate specified in current IRS regulations plus toll and parking charges.
  - b. Miscellaneous expenses - Telephone calls, baggage service, etc. are all reimbursable but should be explained by notes. Tips should be included with the services to which they pertain.
5. Other instructions
  - a. Gifts to individuals in lieu of paying for lodging or for transportation cannot be

reimbursed by CACUBO.

- b. Receipts should be attached to the expense reimbursement form.
  - c. Committee Chairs must provide e-mail approval for all expenses for \$5,000 or more.
  - d. The requirements of these guidelines meet the rules and regulations of the Internal Revenue Service and allow CACUBO to maintain appropriate information in the event of an audit. While the IRS policy may be less restrictive, CACUBO policy requires expenditures in excess of \$25 have original receipts.
  - e. When a trip involves traveling for both CACUBO and other business purposes, it is assumed that the traveler will pro-rate the costs in a reasonable manner to CACUBO and to the other activity.
  - f. Travelers are encouraged to review the cost of weekend airfare as there may be times when staying over a weekend can actually reduce total travel expenses.
  - g. The Association will pay reasonable transportation, lodging and other travel expenses for the President and one guest at regional meetings (SACUBO, EACUBO and WACUBO). Other costs incurred by the President will be paid by the President.
6. Reimbursement of travel expenses when meetings are held in conjunction with the Annual Meeting
- a. Present and Incoming Board of Directors  
If a Board of Directors meeting is held in conjunction with an Annual Meeting, the Association will pay expenses for lodging and meals for the additional days beyond the normal Annual Meeting period required for participation in the meeting.
  - b. President and one guest  
The Association will pay reasonable transportation, lodging and other travel expenses for the President and one guest for attendance at the Annual Meeting. Other costs incurred by a President are to be paid by the President.
  - c. Committee Members and Chairpersons (including Professional Development Committees)  
are encouraged to meet concurrently with the Annual Meeting to minimize costs. Expenses will not be paid unless a regular committee meeting is held immediately prior to or after the Annual meeting. The Association will pay all expenses for lodging and meals related to those additional days beyond the normal Annual Meeting period.
  - d. The Association will pay lodging expense incurred by the Annual Meeting Committees for those days for which the committee is required to be on-site beyond the normal period necessary for participation in the meetings.
7. Reimbursement of travel expenses when meetings are held in conjunction with the St. Louis Workshop and Collegiate Management Institute
- The Association will pay lodging expenses incurred by the St. Louis Workshop Committee for those days for which the committee is required to be on-site beyond the normal period necessary for participation in the workshop.

## **SECTION D - Information for Committee Treasurers**

### **Chart of accounts**

A standardized chart of accounts has been established to enhance the accounting and reporting of financial activity.

### **Checking accounts**

The Treasurer manages the primary CACUBO checking account. With prior approval from the Board, there may be other checking accounts provided to professional development committees controlled by the Treasurer. These accounts will reside at the same location as the master CACUBO checking account.

All checking accounts require approval of the Board of Directors. The individual professional development committee treasurers are expected to conduct the business of the professional development committees and be responsible to the Treasurer for timely financial reporting and reconciliation of all accounts.

1. All checking accounts are in the Association's name and must carry the Association's federal identification number (FEIN 73-1079052).
2. The financial institution must be able to provide copies of canceled checks and deposit slips as required.
3. Professional development committee checking accounts are to be reconciled and reported to the Controller on a quarterly basis. Monthly bank statements will be sent by the bank to the Controller and to the professional development committee treasurer. The Professional development committee treasurer is responsible for reconciling the account and mailing a copy of the reconciliation including a list of outstanding checks to the Controller at the end of each quarter.
4. Professional development committees may be given the authority to disburse funds as appropriate in conducting the business of the Association. However, the CACUBO Treasurer and Controller will be named as individuals with signature authority to disburse CACUBO funds from professional development committee checking accounts. Professional development committees are responsible for notifying the Treasurer or Controller when activity for the program year is concluded.
5. The Treasurer and Controller have authority to disburse funds from the master CACUBO checking account as appropriate to conduct Association business. The President and Secretary also have signature authority on the master checking account.
6. Professional development committee treasurers are expected to deposit receipts into their account immediately by mailing the deposit directly to the bank. In those cases when cash is received by the professional development committee, the Treasurer has the option of remitting by wire transfer, money order, or cashiers check.
7. For expenses greater than \$5000, the Committee Treasurer should obtain approval (preferably by email) from any one of the following parties, in this order: Committee Chair, CACUBO Controller, or CACUBO Treasurer.

### **Cash advances**

The professional development committee treasurers managing their own checking accounts will be responsible for notifying the Treasurer or Controller when their account balance is insufficient to meet operating needs. The Controller will be responsible for transferring an appropriate amount to the professional development committee bank account upon approval by the Treasurer of the Association. The cash advance must be specifically requested in writing by the committee and approval and acceptance must be fully documented. All advances must be

returned to the Controller as soon as possible. If an advance is returned as part of the close out process for a professional development activity, the return of the advance must be clearly identified.

### **Registration policies and procedures**

One responsibility of the individual professional development committees is to recommend program registration fees to the Board of Directors. The membership registration fee for CMI, the Drive-In Workshops, and the St. Louis Workshop should be established at a competitive level to encourage attendance. Expense budgets should be carefully constructed to assure a quality program and to break even (i.e. meeting all direct program expense). Professional development committees are charged with establishing adequate safeguards to protect the monetary assets of the Association. This includes the establishment of adequate internal controls. Professional development committees are responsible for the safeguarding of all funds in their possession, the reconciling of activities to actual monies collected and the reporting of all activity to the Treasurer.

### **CACUBO Program Policies**

1. **Payment of registration fees** - Every person attending Professional Development programs is expected to pay the registration fee with the following exceptions:

#### Generally

- Program presenters who are not members of CACUBO
- Members of the professional development committee (sponsoring committee)
- CACUBO Controller
- CACUBO Webmaster

#### Annual Meeting

- The President of CACUBO and one guest
- The three regional Association Presidents and one guest for each President
- The Chairman of NACUBO and one guest
- The President of NACUBO and one guest
- Retired past CACUBO Presidents and one guest (applies only to Presidents serving prior to 1990)

2. **Refunds of program registration fees** - If a registrant to a CACUBO program is unable to attend the program, CACUBO encourages that the registration be transferred to another person at the registrant's university. Requests for refunds received before the date printed in the registration brochure, less an appropriate processing fee, will be granted. Requests for exceptions to this policy may be made in writing to the chairperson of the CACUBO program. CACUBO will refund the full amount of the registration when CACUBO cancels a program.

3. **Speaker fees and reimbursable expenses**

The following guidelines are applicable to the payment of speaker fees and reimbursable expenses for all CACUBO programs including the Annual Meeting, Collegiate Management Institute, Current Issues Workshops and St. Louis Workshop.

A non-member CACUBO speaker may be paid a fee based on the speaker's standard fee or a negotiated amount as authorized by the CACUBO committee sponsoring the program. A CACUBO member speaker may be paid an honorarium based on a rate recommended by the respective PD Committee and approved by the Board.

The CACUBO member's institution shall pay all travel, lodging, meal, and gratuity expenses if the member is registered for the CACUBO program. If the member is required to arrive in advance of the CACUBO program, then the member speaker is eligible for reimbursement for the night's lodging and meals.

The non-member CACUBO speaker or the CACUBO member speaker not registered for the CACUBO program shall be reimbursed for one night's lodging before or after the presentation, meals, coach airfare, ground transportation between the hotel/airport and gratuities. Multiple nights lodging will be allowed for speakers of multiple sessions.

CACUBO funds may not be used to purchase gifts for speakers. CACUBO funds may be used to purchase a plaque or nominal gift for a vendor or sponsor speaker plaque as provided for in the awards policy.

4. **Awards** - The CACUBO Board may establish awards and a process for granting of those awards to persons who have provided exemplary service to either CACUBO or higher education. Neither the CACUBO name nor CACUBO funds may be used for awards which have not been approved by the Board. CACUBO committees may recommend to the Board the establishment of an award program. Awards approved by the CACUBO Board include:
  - The CACUBO President's Award.
  - A plaque acknowledging board member service.
  - Financial sponsors, exhibitors and vendor speakers not receiving a speaker fee shall be given a plaque or nominal gift in recognition of their support of CACUBO.
  - The Best Practices Program Award.
5. **Gifts to volunteers and others** - CACUBO shall acknowledge the volunteer service of members with a certificate at the conclusion of their volunteer appointment. The certificate will be issued by the Secretary of the Board and will include the signatures of the secretary and president. The certificates will be paid from a budget allocation to the Board.

Committees and the Board are authorized to spend appropriate amounts for meals and gifts relative to the location, budget and activities, to acknowledge members for volunteer service but in no event should the amount spent exceed the budget. Committee chairs should consult with the CACUBO Treasurer regarding any exceptional activity.

CACUBO shall acknowledge the volunteer service of an outgoing President by an appropriate gift selected by the incoming President. The gift shall be presented at the Annual Meeting.

The Annual Meeting Host Committee shall provide a welcoming basket at the Annual Meeting to the CACUBO President, the NACUBO President and the NACUBO Board Chairperson. A welcoming gift of no more than \$250 in value will be given to the presidents of other regions and to the chair of NACUBO.

## **Reporting requirements**

1. **Reports to Controller** - Professional development committees are required to submit financial reports to the Controller on a regular basis in a format specified by the CACUBO Controller. The Controller uses this financial data to prepare financial reports to the Board of Directors. Report 1096 and 1099 information to the Treasurer by January 10 of each year.
2. **Reports to the Board** –
  - The Treasurer is required to submit a financial report to the Board of Directors at each meeting. This report is to disclose the present financial position of the Association and should compare the year-to-date actual revenue and expense to the annual budget. In addition, the Treasurer is to provide a report on investments.
  - The Board liaison for each committee is required to provide an update at all Board meetings.
  - Professional Development Committees should submit final reports to the Board within 90 days of their event.
3. **Reports to membership** - The Treasurer is required to submit an annual financial report to the membership at the Annual Meeting. This report is to disclose the current financial position and the total financial activities of the Association for the previous year. The Treasurer is also responsible for working with the Website Coordinator to publish a formal annual report to the membership.

## **SECTION E - Annual Dues**

### **Annual dues**

The amount of annual dues is determined by the membership at the Annual Meeting. Payment of dues is normally through NACUBO but may be paid directly to the Treasurer or Controller. The Secretary and the Treasurer are responsible for tracking the payment of membership dues.

### **Types of Memberships**

**REGULAR:** Degree-granting institutions of higher education and organizations determined to be primarily related to higher education.

**ASSOCIATE:** Non-profit organizations having interests closely related to higher

education or to the profession of business management in education.

SUBSCRIBER: Institutions or organizations which operate for profit.

PROVISIONAL: Institutions which have attained a pre-accreditable status.

RETIREE: Individuals who were previously CACUBO members through their institution's or organization's membership in CACUBO.

## **SECTION F - Board Designated funds**

### **Board Designated Fund/Quasi Endowment**

A goal of the Association is to establish a quasi endowment fund for professional development opportunities. The purpose of this fund is to provide a source of revenue to support new membership services and new professional development initiatives. The initial goal of the quasi endowment fund is \$500,000. Future financial plans for the Association may include an annual contribution to this fund until the \$500,000 goal is attained. The revenues generated each year from investments of principal are to be (1) used as approved by the Board of Directors on new membership services and professional development initiatives or (2) used as part of the annual contribution in building the quasi endowment fund.

### **Professional Development Reserve**

The CACUBO Board of Directors has directed that a balance sheet reserve should be established to protect against potential revenue shortfalls. The amount of the reserve should be reviewed periodically. The initial reserve should be established at 20% of the combined annual expense budgets of the CMI, Current Issues Workshops and the St. Louis Workshop.

## **SECTION G - Investment Policy**

This investment policy is intended to cover the management of all financial assets from operating cash to endowment and quasi-endowment funds. The guiding principle is the prudent management of risk and reward consistent with the intended use of the particular funds.

### Objectives

The objectives of the policy are twofold:

#### **1. Preservation of principal**

- Liquidity – the investment portfolio should be constructed in a manner that ensures cash availability when needed without resorting to the conversion of an investment at a loss.
- Prudent management of risk – CACUBO has a fiduciary responsibility to its membership to invest the funds in a manner consistent with that expected of a prudent investor. Investments should be generally recognized as high quality. Investments of a speculative nature should be avoided.

- Preservation of Purchasing power – the portfolio of longer-term investments should be constructed with a reasonable expectation that the re-investment of all or part of the earnings, when added to the market value of the securities, will result in no erosion of principal resulting from inflation. Decisions to expend any of the earnings, including capital gains, should be made in light of this objective.

2. **Maximization of Earnings** – when undertaken in light of the first objective, maximization of earnings is essential in order to provide to the membership services of the highest quality at the lowest possible cost. To the extent possible, earnings should be compared to the appropriate benchmarks, the objective being to exceed or at least equal the benchmark.

### Responsibility

The Board of Directors is ultimately responsible for seeing to it that this policy is administered properly. The Treasurer, as an officer of the Board, is granted the authority to administer the day-to-day investment activities and results, and shall be responsible to report periodically to the Board. The Treasurer may delegate all or part of this authority to the Controller, and is expected to seek the advice and counsel of the Business and Finance Committee where appropriate.

### Other stipulations

The Board shall approve asset allocation strategies as recommended by the Business and Finance Committee. The portfolio should be re-balanced annually or as necessary.

### **Gains/Losses**

It shall be permissible for Association's Treasurer to realize gains and losses in the portfolio if such an action would be consistent with the Association's investment goals. All sales at a loss to the Association should have the approval of the President. Realized and unrealized gains and losses should be accurately reflected in the accounting records.

### **Investment Report**

The Treasurer is to provide an investment report to the Board of Directors at each meeting. Expected cash needs for the next twelve months, investment plans for the next twelve months, expected return on investments and other items as requested by the Board of Directors should be included in this report. The Treasurer is to provide an investment report at the Annual Meeting.

## **SECTION H - Audit Requirements**

### **Audit Requirements**

The Audit Committee has responsibility for auditing the financial records of the Association.

This committee has the authority to request such records necessary to conduct the audit. The audit program generally followed is outlined below.

The following documents should be available:

- Board of Directors minutes for the year being audited
- CACUBO Policies & Procedures Manual
- Management letter from previous year
- Records and supporting documents for cash receipts and disbursements
- Checking account statements and canceled checks
- Savings account statements and support documentation for transactions
- Support documentation for certificates of deposit and other investments
- IRS Form 990

The following audit steps will be performed:

1. Review previous year's Management Letter
  - a. Determine whether or not the recommendations were approved by the Board of Directors.
  - b. If approved, test to determine the recommendations were implemented.
2. Make general review of the Board of Directors minutes for approvals and other items related to finances.
3. Determine accuracy of interim and year-end statements.
4. Confirm year-end balances for:
  - a. Checking Accounts - review statements and reconciliations.
  - b. Investments - send investment confirmations or examine the investment certificates.
  - c. Advances made to committees.
5. Trace sources of revenues shown on the Treasurer's Revenue and Expenditures Statement to remittance advices and to deposit credits on bank statements. Trace interest on accounts to bank statements.
6. Examine support for disbursements. On 10% of the checks written, perform the following steps:
  - a. Verify that expenses were classified properly
  - b. Verify that an invoice, a signed request for reimbursements with attached receipts or other evidence supporting the expenditure is present.
  - c. Verify that the check amount and payee are correct and verify that the check was signed, properly endorsed and properly cleared.
  - d. Verify the expense meets the policy and procedure guidelines.
7. Examine Investments and bank accounts
  - a. Trace all deposits and withdrawals appearing on the savings and investment statements.
  - b. Certificates of Deposit and other securities which were purchase or matured during the fiscal year should be traced to cash receipts and disbursement records.
  - c. New purchases of Certificates of Deposit and other securities should be supported by appropriate documentation.
  - d. Determine asset types are authorized by investments policy.
  - e. Determine that investment yield has been reported.
  - f. Confirm all bank accounts balances with the bank.
  - g. Review appropriateness of signature authority on all bank and investment accounts.

8. Determine that the IRS Form 990 for the previous fiscal year was appropriately and timely filed.

Audit assignments are made by the Chairperson of the Audit Committee. Assignments are generally rotated to provide each member of the Audit Committee the opportunity to become familiar with the overall financial operation of the association.

The record review will consist of an on-site audit. The CACUBO Controller is charged with the responsibility of maintaining the central CACUBO financial operations and records and for preparing a consolidated financial report on all of the CACUBO programs. Because CACUBO has assigned responsibility for maintaining the financial records for its various programs to the respective Committee Chairs, the Controller is not accountable for the integrity of those records. However, the Controller is designated as the custodian of all CACUBO financial records and is accordingly responsible to facilitate the transfer of all records to the site of the Controller.

The audit committee member(s) assigned responsibility for auditing a specific program will request appropriate records from the Controller. An audit will be performed by the individual committee member(s) and an audit report will be forwarded to the Audit Committee Chair.

The Audit Committee Chair will consolidate the individual audit reports into a draft management letter prior to arranging for the on-site review of the central CACUBO records.

The on-site audit will include a review of the central CACUBO operations and records, a review of the integration and consolidation of the individual programs into the consolidated report and a review of the consolidated financial report.

The Audit Committee Chair will be responsible for providing a management letter that incorporates the results of the on-site review of the central records.

# Appendix A

## CACUBO Budget Request Form

Function/Committee \_\_\_\_\_

Goal and  
Objective \_\_\_\_\_

Projected Revenue:

Registration Fees \_\_\_\_\_

Other Program Revenue \_\_\_\_\_

Investment Income \_\_\_\_\_

Other Income \_\_\_\_\_

Total Projected Revenue \_\_\_\_\_

Projected Expenditures:

Materials & Supplies \_\_\_\_\_

Postage & Mailing \_\_\_\_\_

Telephone \_\_\_\_\_

Advertising \_\_\_\_\_

Administrative & General \_\_\_\_\_

General Travel \_\_\_\_\_

Hotel & Meals \_\_\_\_\_

Scholarships \_\_\_\_\_

Program Expenses \_\_\_\_\_

Total Projected Expenditures \_\_\_\_\_

Total Projected Revenue over Expenditures \_\_\_\_\_

Projected amount of cash advance needed \_\_\_\_\_

When will the advance be needed? \_\_\_\_\_

When will the advance be returned? \_\_\_\_\_

Submitted by \_\_\_\_\_ Date \_\_\_\_\_

## **APPENDIX B - COMMITTEES/GOVERNANCE STRUCTURE**

### **CACUBO Board of Directors**

The Board of Directors shall consist of the President, First Vice-President, Second Vice-President, Secretary, Treasurer and up to ten other members at-large. The members at-large shall be elected for no more than a two-year term and shall not be eligible to succeed themselves in that position except when the Newsletter Editor is an at-large member.

President  
1<sup>ST</sup> Vice President  
2<sup>ND</sup> Vice President  
Immediate Past President  
Past President  
Secretary / Site Selection  
Treasurer  
Newsletter Editor  
Small College Representative  
Large College Representative  
Comprehensive University  
At-Large Technology Liaison  
At-Large Audit Committee

### **Committees**

#### **Professional Development Committees**

Annual Meeting Host Committee  
Annual Meeting Program Committee  
St. Louis Workshop  
Higher Education Accounting Workshop  
Collegiate Management Institute (CMI)

#### **Standing Committees**

Member Relations and Communication Committee  
Nominating Committee  
Business and Finance Committee  
Audit Committee  
Professional Development Committee  
Public Relations Committee  
Technology Committee  
CMI Oversight Committee