



NAFSA: ASSOCIATION OF INTERNATIONAL EDUCATORS

STANDING RULES

Adopted March 21, 2019

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RULE I: MEMBERSHIP**Section A: Benefits and Privileges of Membership***1. Members*

Members, with the exception of Honorary Members, receive all benefits and privileges of NAFSA that are currently available provided that they are in good standing. As set forth below (Rule I, Section A2), Life Members are considered to be current active members in good standing. As set forth below (Rule I, Section A3), Honorary Members are considered to be nonvoting members. Additional categories of membership include but are not limited to, Individual Membership, Group Membership, International Membership, Student Membership, Retired Professionals Membership, and New Membership.

- a. Individual members are professionals at institutions, organizations, governments, or are consultants aligned with the field of international education.
- b. Group members are individuals aligned with at least one other colleague representing the same institution, organization or government.
- c. International members are individuals who reside outside of the United States.
- d. Student members are individuals enrolled as full-time students in postsecondary institutions.
- e. Retired professional members are individuals retired from full-time employment who are no longer receiving remuneration for work supporting international education.
- f. New members are individuals who are in their first year of membership. Student members who complete their postsecondary education are eligible for one year of New Membership.

2. Life Members

Life Membership is to be conferred on past Presidents and Chairs of the Board of Directors at the first annual conference after the announcement of their retirement from professional responsibilities in international education. Life Membership may be conferred upon other members by the Board of Directors upon recommendation of the Membership Engagement Committee in recognition of service to NAFSA upon retirement from professional responsibilities in international education and shall not be awarded automatically to members who attain emeritus status. Life Members shall receive regular membership privileges and a waiver of annual dues and Annual Conference registration fees.

3. Honorary Members

Honorary membership may be conferred by the Board of Directors upon nonmembers whom NAFSA wishes to recognize for distinguished service to international education. Honorary members shall receive a waiver of annual dues and shall receive all membership privileges with the exception of the right to vote or hold office.

Section B: Review of Membership*1. Refusal or Revocation*

The Board of Directors reserves the right to refuse or revoke membership of any individual whose purpose appears to be inconsistent with those of NAFSA.

Section C: Use of NAFSA's Name*1. Members' Use*

NAFSA members may state that they are members of the Association in their printed materials. Use of NAFSA's name, acronym, or logo to indicate or imply the endorsement of the Association is prohibited. Permission to use NAFSA's name, acronym, or logo to indicate support of the Association can be granted only by the Board of Directors.

2. *Speaking for the Association*

Only the President & Chair and Executive Director & CEO are authorized to speak on behalf of NAFSA. The President & Chair and Executive Director & CEO may delegate this responsibility.

Section D: Member Privacy

1. *Mailing Lists*

Registrants for conferences and NAFSA members give permission for NAFSA to rent its mailing and e-mail lists, unless such permission is expressly denied.

2. *Listing Member-Leader Names*

- a. As a general rule, contact information for NAFSA member-leaders will be available to both members and nonmembers to promote information sharing among members and awareness of the mission and work of the Association by the general public.
- b. In respect for individual member-leaders who may object to having their contact information posted publicly, an option to place only the name of such leaders on the Web sites will be provided.
- c. It is the responsibility of the staff partner of the Chair of any committee within the various NAFSA structures to obtain written permission (which may be by e-mail) from each newly elected or appointed member-leader prior to publishing the new leader's name and contact information on the public areas of NAFSA-affiliated Web sites. The staff partners should keep a copy of the information release for the term of each team or committee member.

RULE II: BOARD OF DIRECTORS

Section A: Duties of the Executive Committee

In addition to its duties as specified in the Bylaws, the Executive Committee shall annually review the performance of the Executive Director & CEO and determine an appropriate level of compensation. The Executive Committee shall focus on advising the President & Chair and the Executive Director & CEO and on taking actions that, in the view of the President & Chair, cannot wait for a Special Meeting of the Board to be called.

Section B: Agenda Items for Board Consideration

1. *Categories*

Matters coming before the Board of Directors for consideration shall be of three kinds: *action items* that, if adopted by the Board, are binding on NAFSA; *advisory resolutions*, arising from the Annual Business Meeting in accordance with Rule X, Section B, 3; and *discussion items of strategic importance*, intended as background information or as an introduction to a topic that may appear at a later date as an action item.

2. *Sources of Agenda Items*

- a. The President & Chair, in consultation with the Executive Director & CEO, shall be responsible for the development of meeting agendas, shall solicit ideas from all Board members, and shall set aside sufficient time for deliberation of key issues.
- b. Any member of the Board may ask the President & Chair to place an item on the agenda, although the President & Chair may send the item to the appropriate committee for prior review.
- c. Chairs of Board committees may place items from their committee work on the agenda.
- d. Items deriving from committees in the member-leader structures shall be presented by the respective Vice President, after being vetted by the relevant Board committee.
- e. Items deriving from the Executive Committee shall be presented by the Secretary of the Corporation.
- f. Pursuant to Rule X, Section B, 3, advisory resolutions adopted at the Annual Business Meeting shall be presented for Board consideration by the Secretary.
- g. Items deriving from other member groups or individual members may be presented by any member of the Board.
- h. In the event that an appropriate Board member cannot be found to present a particular action item, the

originator(s) of the item may petition the President & Chair no less than three (3) business days prior to any regularly scheduled Board meeting for permission to appear and present the action item.

3. Action Items Proposed During Meetings

Members of the Board may also orally present motions arising out of deliberations during a Board meeting. The President & Chair may request that a motion be presented in writing.

4. Procedure

Action item texts shall be delivered to the President and Chair of the Board no later than 24 hours prior to the commencement of any regularly scheduled Board meeting, although every effort should be made to deliver them no less than ten (10) days in advance of regular meetings. The President & Chair will, at the beginning of the formal meeting of the Board, specify the order in which agenda items will be addressed. Decisions about which items shall appear on a consent agenda shall be made by the President & Chair in consultation with the Executive Director and CEO. Members may ask for an item to be removed from the consent agenda at any time prior to or during consideration of the consent agenda. Major strategic or mission-oriented decisions shall, whenever possible, be introduced at one meeting and voted on at the next, allowing time for reflection and clarification. The preferred practice shall be to send out comprehensive and thoughtful background material for such items so that they are received at least one week in advance of the meeting.

Section C: Meetings and Expectations

1. Structure

- a. The Board intends to meet face-to-face three times each year.
- b. The Board intends to meet in retreat format at one of its meetings every other year.
- c. Each meeting's agenda should include executive sessions, one with the Executive Director & CEO and one without the Executive Director & CEO present.

2. Attendance

- a. While no firm guideline for minimum Board attendance exists, Board members are expected to make every effort to attend regularly. If a Board member's schedule prevents the member from attending regularly and staying abreast of Board business, the President & Chair and member affected should search for an appropriate solution that best serves the Board.
- b. Board members are expected to attend the annual conference. The President & Chair will ask Board members to share responsibilities for attending various leadership meetings at the national and regional levels

3. Orientation

- a. The Governance Committee shall take responsibility for orientation of its incoming members, including communicating the responsibilities and the culture of the Board.

Section D: Committees

The President & Chair appoints members to committees, and, as a matter of practice, will solicit preferences from Board members. Members should expect to serve on two committees and attend committee meetings as scheduled. All Committees are expected to maintain a strong relationship with the member-leader committees in their purview. Committee chairs may invite additional participants to their meetings for a specific purpose at a specific meeting.

Section E: Principles of NAFSA Governance and Management

1. NAFSA shall be guided by a three-year Strategic Plan that is refreshed or updated annually, and this plan shall be the basis for allocating resources and planning the work of member-leaders and paid staff.
2. Highly effective and efficient member-leader/staff partnerships, or governance-management teams, are central to the manner in which NAFSA shall conduct association work. These should be characterized by:
 - a. Sharing of information;
 - b. Mutual respect and honesty, recognizing that different perspectives sometimes cause conflict;
 - c. Listening openly and providing honest feedback, recognizing that people have different thinking, problem-solving, and work styles; and
 - d. Acknowledging that timely decision making is essential.
3. Normally, public policy development and advocacy work is carried out through interaction between the Vice President for Public Policy & Practice and the Deputy Executive Director for Public Policy. Consistent with Bylaw Article VI, Section H, the Public Policy Committee will engage the Board in discussion of key public policy matters. The Executive Director & CEO oversees the staff efforts and keeps the President & Chair informed of developments as appropriate.
 - a. The Deputy Executive Director for Public Policy, under oversight by the Executive Director & CEO, is responsible for daily execution of the public policy agenda, including responding in a timely manner to ongoing policy and media developments in alignment with the strategic plan objectives set by the Board of Directors.
 - b. When the Executive Director & CEO identifies strategic advocacy issues that require Board input, the Board expects the Executive Director & CEO to follow these processes:
 - c. If the issue arises in a timeframe that allows involvement of the Board Public Policy Committee, the Board expects the Public Policy Committee, with input from the President & Chair, the Executive Director & CEO, and the Deputy Executive Director for Public Policy, to consider the issue and if time allows, to make recommendations and engage the full Board through its regular meetings or by way of special conference call (considering the 10-day notice period required for a meeting).
 - d. When a major, urgent issue arises that significantly impacts the field and the association and that requires a quick turnaround time, the Board expects the Executive Director & CEO and Vice President for Public Policy and Practice, with the support of the Deputy Executive Director for Public Policy, to work with the President & Chair and make quick judgments to determine NAFSA's course of action. Depending on the nature and timeframe for action, the President & Chair may also call an Executive Committee meeting.

RULE III: AWARDS**Section A: NAFSA National Awards***1. Authority*

Establishing a national award or changing its criteria requires an action of the Board of Directors.

2. Eligibility

Current members of the NAFSA Board of Directors and Membership Engagement Committee and self-nominations shall not be eligible for consideration.

3. Committee and Board Responsibilities

The Professional Development and Engagement Committee of the Board shall be responsible for nominating individuals for the Award for Leadership and Collaboration in honor of Cassandra Pyle and the Award

for Distinguished Contributions to the Field in honor of Marita Houlihan The Membership Engagement Committee shall be responsible for nominating members for the Award for Distinguished Service to NAFSA in honor of Homer Higbee, Life Membership Award, and The Rising Star Young Leader Award. Nominations shall be forwarded to President and Chair of the Board no later than March 1. The decision to bestow an award rests with the Board. The awards nomination process shall be confidential.

Section B: NAFSA Awards for Government Officials

From time to time, the Vice President for Public Policy and Practice, with concurrence of the Executive Director & CEO, may choose to nominate U.S. government officials for exceptional service or responsiveness to the Association, its members, and the profession. Candidates for such an award can be suggested by the Vice President for Public Policy and Practice. Although awards are normally given at the time the official leaves his/her position for another assignment, awards are not to be routinely given to officials at the time of such a transition, nor is there any obligation to give an award each year. The decision to bestow an award rests with the Board of Directors.

RULE IV: NOMINATIONS PROCEDURES

Section A: Schedule and Call for Nominations

1. Schedule

The Governance Committee and the Leadership Development Committee, both having responsibilities for nominations, shall coordinate in setting a schedule to ensure the completion of the annual election process by November 1 immediately preceding the January when the newly elected candidates take office.

2. Call for Nominations

The Leadership Development Committee shall issue the call for nominations for all open positions in the member-leadership and the Board of Directors, and encourage individuals to apply or nominate their peers for positions for which they are qualified. The committee shall receive all applications and nominations. The Governance Committee shall refer prospective Board members to the application process.

Section B: Slate of Nominees for the Board of Directors

1. Priorities for Recruitment

Prior to the Call for Nominations, the Governance Committee shall review the current composition of the Board and set annual priorities for the slate of nominees to ensure the desired balance of competencies and diversity on the Board. The committee shall take into account factors such as leadership succession, leadership ability, skill, knowledge, and experience of Board members; and recognize the diversity of the Association, including regional distribution, professional affiliation, and multiple dimensions of identity and expression. The Governance Committee shall inform the Leadership Development Committee of the desired qualities for Board candidates.

2. Preparation of the Slate for Directors and Officers

All applications and nominations for open positions of Directors and Officers of the Association shall be checked for completeness and for any other characteristics as requested by the Governance Committee and then forwarded to the Governance Committee. The Governance Committee shall vet the applicants and nominees and propose a slate to the Board of Directors. Candidates for the office of President & Chair, any open Vice President, and any open Directors shall be presented as a slate with a single candidate for each position.

3. Eligibility

Eligibility requirements for Board members are set forth in the Bylaws. Current members of the Governance Committee shall not be eligible to stand for election to Board positions.

4. Confidentiality

Information gathered about potential candidates shall be held confidential by members of the Governance Committee. The slate of candidates for Board and member-leader positions shall be made public only after written consent of all candidates is received by the Secretary of the Corporation.

5. Approval and Acceptance for Directors and Officers

Each candidate on the proposed slate for Directors and Officers shall have the approval of at least two-thirds (2/3) of the Governance Committee members. The final slate shall be recommended to the Board of Directors for acceptance in its entirety.

Section C: Slate of Nominees for Elected Member-Leader Positions

1. Preparation of the Slate for Member-Leader Chair Positions

The Leadership Development Committee shall evaluate prospects for open positions of Knowledge Community Chairs and member-leader Committee Chairs. For Knowledge Community Chairs, there shall be slates of either single or dual candidates, as decided by the current knowledge community team. Slates for the Chairs of the Membership Engagement Committee and the Leadership Development Committee shall be presented with one candidate for each position.

2. Competency & Diversity

The Leadership Development Committee shall strive to identify qualified candidates for open positions from diverse populations in the membership, taking into consideration regional distribution, professional affiliation, and multiple dimensions of identity and expression.

3. Eligibility

Current members of the Leadership Development Committee shall not be eligible to stand for elected member-leaders positions but may stand for election to the Board of Directors.

4. Consultation

The Chair of the Leadership Development Committee shall consult with the Vice Presidents and Knowledge Community or Committee Chairs annually regarding necessary and desirable qualifications for open positions in their respective purviews, and update position profiles and descriptions to reflect these qualifications and the Association's strategic priorities. The Vice Presidents and Knowledge Community or Committee Chairs shall be asked to comment on candidates under serious consideration for positions in their respective purviews and to consider these conversations confidential.

5. Confidentiality

Information gathered about potential candidates shall be held confidential by members of the Leadership Development Committee. The slate of candidates shall be made public only after written consent of all candidates for Board and member-leader positions is received by the Secretary of the Corporation.

6. Approval of Candidates

Each candidate proposed by the Leadership Development Committee for member-leader positions shall have the approval of at least two-thirds (2/3) of the committee members.

7. Acceptance of Candidates by the Board of Directors

The Leadership Development Committee shall propose one (1) highly qualified candidate for each open position of Knowledge Community Chair requiring a single slate. The committee shall propose two (2) highly qualified candidates for each open position of Knowledge Community Chair requiring a dual slate. The committee shall propose one (1) highly qualified candidate for the Chairs of the Membership Engagement Committee and the Leadership Development Committee. The candidates will be proposed as a slate to the Vice President for Professional Development & Engagement for recommendation to the Board of Directors for acceptance in its entirety.

RULE V: ELECTIONS PROCEDURES**Section A: Consent of Candidates and Publishing of the Ballot***1. Consent of Candidates*

After acceptance of the slates for officers, directors, and member-leaders by the Board of Directors, the Secretary of the Corporation shall secure the consent of each candidate whose name is to appear on the ballot. When written acceptance has been received from all candidates, the Secretary of the Corporation shall inform all candidates of the names of all nominees on the slate.

2. Publication of the Slate

The Secretary of the Corporation shall send the accepted slate of candidates to the NAFSA office. The Secretary shall provide appropriate notice to the membership of the election, with the listing of the entire slate of candidates accepted by the Board of Directors.

3. Distribution of Ballots

The method of distribution of ballots shall ensure the confidentiality of votes.

4. Counting Ballots

The Secretary of the Corporation shall supervise the counting of ballots. After the ballots have been tabulated, the Secretary shall report the official list of elected candidates to the President & Chair and Board of Directors, in writing. The number of votes for each candidate shall remain confidential. The person receiving a majority of the votes cast shall be declared elected. In the event that no candidate for a given office shall receive a majority of the votes because of votes cast for two or more write-in candidates, the person receiving the greatest number of votes shall be declared elected. In the event that a candidate withdraws during the election process and receives the majority of votes, the President & Chair shall appoint the alternate candidate with the most votes to fill the position.

5. Reporting the Results

The Secretary of the Corporation shall report the election results to all persons whose names appear on the ballot. The President & Chair shall provide appropriate notice of election results to the membership.

Section B: Challenges

After the ballots have been counted, they shall be sealed and retained by the NAFSA office staff until December 1 immediately following the election. Any member wishing to challenge the election results, with respect to any office, may, prior to December 1 immediately following the election, make a written request to the President & Chair to appoint a special Canvass Committee to recount the vote for that office. After a recount is completed, the Canvass Committee, through its Chair, shall make its report to the President & Chair. The President & Chair shall report the finding of the Canvass Committee to the membership and shall announce the entire list of those elected, after which the ballots shall be destroyed immediately.

RULE VI: REGIONS**Section A: Governance of Regions***1. Regional Leadership*

In addition to the regional leaders prescribed in the Bylaws, regions may form leadership teams with positions needed by the region.

2. Regional Operating Procedures

Each region shall maintain a set of Regional Operating Procedures with changes approved by the Vice President for Professional Development & Engagement. These Regional Operating Procedures shall describe the geographic area of the region, procedures for managing regional business, for nomination and

elections, and for leadership rotation and succession. The Regional Operating Procedures shall also specify the duties of regional leaders and the pattern of regional meetings. In cases where regional procedures conflict with national procedures or Board resolutions, the national procedure or resolution shall take precedence.

Section B: Regional Finances

1. Use of Funds Generated

The Board of Directors has legal and fiduciary responsibility for funds generated by regional activities using NAFSA's name or tax identification number. As the Board of Directors values the grassroots nature of the regions and their programmatic contribution to the association, the Board tasks the regional leadership with management and use of funds each region generates, such funds to be used in a manner consistent with the association's mission and most current strategic plan, and in compliance with IRS not-for-profit regulations.

2. Financial recordkeeping

The NAFSA Accounting Department shall, in consultation with the regions, develop and maintain systems to collect regions' income and manage expenditure disbursements in a manner that ensures accurate and timely recordkeeping for both regional and statutory reporting requirements.

3. Audit

The regions shall be subject to audit in a manner prescribed by the Treasurer of the Corporation, and each region shall bear the cost of such audits based on the region's proportion of overall regional expenses in the past year.

Section C: Regional Contracting

1. Conference Fees

Regions shall use a third-party conference registration company, chosen by the staff, to process pre-conference fee collections and shall process any on-site registrations through the registration company.

2. Regional Conference Hotel Contracting

Regions shall use a third-party hotel contractor, chosen by the staff, to select and contract for hotels or conference centers to be used for regional conferences.

Section D: Regional Fundraising

Any fundraising by the regions shall conform to NAFSA's "Guidelines for Fundraising."

Section E: Regional Communications

Any communications or public representations emanating from a region shall be clearly identified as such.

RULE VII: MEMBER-LEADER STRUCTURES/KNOWLEDGE COMMUNITIES

Section A: Knowledge Communities (KCs)

1. Outcome Accountability

- Produce an up-to-date overview of all knowledge development and dissemination activities within the context of the Strategic Plan.
- Project medium- and long-term professional development needs for the KC.
- Demonstrate an up-to-date understanding of member needs related to the KC based on systematic assessment.
- Prioritize work and request and allocate resources in accordance with member needs and the Strategic Plan. KC work may include training programs, information management, Web sites, etc., designed and delivered through task forces, subcommittees, and networking among members.
- Produce a work plan each year.
- Develop, maintain, and refresh a publicized set of model practices.

2. *Composition*

In addition to the Chair stream (Chair, Chair-elect, and Past Chair) prescribed in the Bylaws, further members with two- (2) year staggered terms, renewable once, will include up to six (6) additional positions determined by the Chair stream as needed, consistent with the KC's outcomes. Team members beyond the Chair stream may be appointed or elected nationally from a single or contested slate; the KC Chair stream should determine which method to use.

Section B: Professional Networks

Each KC must maintain at least one professional network. Requests to form networks shall be submitted to the appropriate Vice President in a form that the Vice President shall designate.

RULE VIII: MEMBER-LEADER STRUCTURES/COMMITTEES

Section A: Annual Conference Committee

1. *Outcome Accountability*

- Plan and supervise the creation of the annual conference following President and Chair of the Board of Directors' guidelines and the Strategic Plan.
- Commission task forces to contribute to the conference, such as:
 - ✧ Content team (covering the knowledge communities and other constituencies)
 - ✧ Local arrangements team
 - ✧ Conference executive team
- In planning future conferences, base decisions on the results of conference evaluations.
- Attend to the needs of participants from underrepresented constituencies (e.g. those based outside the United States, those at community colleges, etc.).

2. *Composition*

The Chair, appointed by the President & Chair as prescribed in the Bylaws, shall appoint members of the teams for each conference, consistent with the committee's outcome accountabilities.

Section B: Education Abroad Regulatory Practice Committee

1. *Outcome Accountability*

- Develop and maintain a system to receive regulatory practice issues related to education abroad programs and students from members and other sources.
- Identify regulatory and practice issues that need action through regulatory liaison by staff, or members as requested by staff.
- Identify practice items to be referred to knowledge communities for action through further education and practice resources.
- Assist the Vice President for Public Policy and Practice in communicating to members on regulatory practice issues.
- Identify those issues that are longer term, public policy issues and forward them to the Vice President for Public Policy and Practice for consideration.

2. *Composition*

The Vice President for Public Policy and Practice shall appoint a chair in alternate years, such chair to serve a first year as chair-designate and then the following two years as chair. An additional four to six (4-6) members shall be approved by the Vice President for Public Policy and Practice for two- (2) year staggered terms, renewable once, consistent with the committee's outcome accountabilities.

Section C: International Student and Scholar Regulatory Practice Committee

1. *Outcome Accountability*

- Develop and maintain a system to receive regulatory practice issues related to international students and scholars from members and other sources.

- Identify regulatory and practice issues that need action through regulatory liaison by staff, or members as requested by staff.
- Identify practice items to be referred to knowledge communities for action through further education and practice resources.
- Assist the Vice President for Public Policy and Practice in communicating to members on regulatory practice issues.
- Identify those issues that are longer term, public policy issues and forward them to the Vice President for Public Policy and Practice for consideration.

2. Composition

The Vice President for Public Policy and Practice shall appoint a chair in alternate years, such chair to serve a first year as chair-designate and then the following two years as chair. An additional four to six (4-6) members shall be approved by the Vice President for Public Policy and Practice for two- (2) year staggered terms, renewable once, consistent with the committee's outcome accountabilities.

Section D: Regional Affairs Committee

1. Outcome Accountability

- Facilitate the alignment of activities between the regional and the national level.
- Assess needs of regional leaders and design processes, guidelines, tools, training, etc. to serve them.
- Facilitate the development of sound business and leadership practices in the regions, consistent with the fiduciary obligations of the Association—fiscal, legal, and ethical.
- Encourage members in the regions to provide their information in the member skills database for consideration for task forces and leadership positions for which they have particular expertise.

2. Composition

In addition to the Chair and Chair-designate, as prescribed in the Bylaws, members of the committee are the Past Chairs of the eleven (11) regions.

Section E: Membership Engagement Committee

1. Outcome Accountability

- Welcome and engage new members each quarter and provide outreach with constituent groups at the annual conference that are new to NAFSA
- Engage with knowledge communities and national committees for coordinated member cultivation activities.
- Support the Member Interest Groups (MIGs) at the annual conference by attending meetings, provide talking points on behalf of the Membership Engagement Committee, and submit comments to the committee for the annual review report.
- Approve the MIGs according to the guidelines in the MIG Leaders Handbook.
- Provide on-going support of MIGs as appropriate throughout the year.
- Support Career Center activities at the annual conference, and as appropriate, throughout the year.
- Support the NAFSA Awards Program, according to guidelines established by the Board. Make recommendations to the Board for specified awards: Life Membership, Homer Higbee, and the Rising Star Young Leader.

2. Composition

The Chair, elected by the membership as prescribed in the Bylaws, shall appoint a maximum of nine (9) committee members for two- (2) year staggered terms, consistent with the committee's outcome accountabilities. In addition, a Chair-elect shall serve on the committee, as prescribed in the Bylaws. A member will be designated by the Chair to chair the National Awards Subcommittee.

Section F: Leadership Development Committee

1. Outcome Accountability

- Advise and support staff in the development and maintenance of a database of members with the skills, knowledge, competencies, experience, and commitment to work on behalf of the Association in all areas of the Association's work.
- Encourage members from underrepresented constituencies (e.g. those based outside the United States, those at community colleges, etc.) to provide their information in the member skills database for consideration for task forces and leadership positions for which they have particular expertise.
- Carry out the member-leader nominations process described in Rule IV.
- Educate Knowledge Community and Committee Chairs about available resources to support their search for qualified candidates for appointed positions.
- Create and maintain a leadership orientation program for future leaders, in coordination with the knowledge communities.

2. Composition

The Chair, elected by the membership as prescribed in the Bylaws, shall appoint a minimum of six additional committee members for two- (2) year staggered terms, consistent with the committee's outcome accountabilities. In addition, a Chair-elect shall serve on the committee, as prescribed in the Bylaws.

RULE IX: MEMBER-LEADER STRUCTURES/GENERAL

Section A: Alignment

All NAFSA groups that conduct programs and activities are expected to function in harmony with the Association's mission and purposes. These groups and their members are responsible for furthering NAFSA's mission and goals and for observing its policies, principles and practices, and Statement of Ethical Principles.

Section B: Coordinating Council

1. Outcome Accountability

- Foster knowledge and understanding of the strategic plan throughout the organization.
- Ensure collaboration among member-leader groups with common or overlapping interests.

2. Composition

As prescribed by the Bylaws, the Coordinating Council shall be chaired by the President & Chair of the Board. The Council shall further consist of the Vice Presidents; current chairs of the Knowledge Communities and Committees, including the Regional Affairs Committee in January, and chairs-elect in May; and one delegate each from the regional chairs cohort and regional chairs-elect cohort, chosen in a manner the cohorts shall decide. The Chair may further request of the Executive Director & CEO the participation of staff representing products and service functions not otherwise covered by Knowledge Community or Committee chairs.

Section C: Subcommittee Approval

As prescribed in the Bylaws, subcommittees are subject to Board of Directors' approval. Knowledge communities and leadership committees may apply through their respective Vice President for approval, outlining:

- To what existing committee outcome/assigned strategic plan objective(s) this subcommittee contributes;
- Outcomes the subcommittee is to achieve (modeled on the committee's own outcomes);
- Composition and terms of office;
- Duration—when it will be reviewed.

Regions may form committees and subcommittees to meet their needs without any need for Board approval. The President & Chair may also create subcommittees of the Coordinating Council without any need for Board approval.

Section D: Task Forces

As prescribed in the Bylaws, task forces that require corporate resources (funds, staff time) require approval of a Vice President. KCs and leadership committees may apply to their respective Vice President for approval, outlining:

- Background on why this task force is necessary;
- Results expected (deliverables) and timeframe for deliverables;
- Composition (who will be the Chair; how many other members, what skills are needed);
- Time commitment expected of task force members;
- Resources needed. (If Association resources beyond volunteer time are needed, e.g. staff time, funds for meetings or phone calls, etc., formation of the task force will need prior approval of a Vice President to ensure money and staff resource is available in the budget.)

All task forces formed by knowledge communities or leadership committees, whether or not they require national resources, shall have a similar charge prepared and be reported to the Vice President in charge of the sponsoring committee or KC. Regions may form task forces to meet their needs without any need for approval, unless they will draw on national resources, in which case approval should be sought from the Vice President for Professional Development & Engagement.

Section E: Member Interest Groups (MIGs)

1. Establishing a MIG

A Member Interest Group (MIG) may be established if a group of NAFSA members identifies a common interest related to international education and exchange or related to international education and exchange at a specific type of institution, and if the group wishes to organize itself to create a means to pursue the common interest.

- a. To gain recognition as a MIG, a group must submit a proposal and gain no less than 1% of the membership as of the preceding January to the Membership Engagement Committee requesting recognition. A MIG must always have at least one current NAFSA member in its leadership structure.
- b. A proposed MIG may not duplicate the focus of an existing leadership group within the NAFSA structure.
- c. MIGs may propose workshops, publications, and sessions for the Annual National Conference.
- d. MIGs may propose policy positions for consideration to the Vice President for Professional Development & Engagement, who will consult with the Vice President for Scholarship & Institutional Strategy when such proposals relate to the knowledge communities under that vice president's purview.

2. Reporting

Each MIG shall present annually to the Membership Engagement Committee a report of its activities during the past year, including a statement of purpose and the number of participating members. The report shall describe in specific terms how the MIG has advanced NAFSA's goals and mission, promoted its values, and met the objectives of the Strategic Plan. Failure to submit annual reports for two (2) consecutive years will result in the termination of the MIG.

3. Review

The status of each MIG shall be reviewed initially by the Membership Engagement Committee at the end of the second (2nd) year of the MIG's existence. Thereafter, the status of each MIG shall be reviewed every three (3) years. If a MIG does not submit an annual report, there will be a review in the following year as a means of support. The Membership Engagement Committee reserves the right to review the status of any MIG as it deems necessary, but not less frequently than stipulated above.

4. Fundraising

Any fundraising activities of a MIG must conform to NAFSA's "Guidelines on Fundraising." Failure to comply with the Guidelines for two (2) consecutive years will result in termination of the MIG.

RULE X: ANNUAL NATIONAL CONFERENCE AND BUSINESS MEETING

Section A: Conference Planning

1. Site Selection

NAFSA staff will propose conference sites to the Board of Directors for approval.

2. General Site Criteria

NAFSA will not sign a contract for a conference in cities that lack laws or ordinances preventing discrimination against anyone on the basis of race, color, national origin, ethnicity, gender, religion, sexual orientation, age political affiliation, military service status or veterans' status, genetic information, disability, or any other status protected under federal or state law. In states or cities lacking such laws, the Board of Directors will use its discretion in considering cities with strong records of nondiscriminatory practice.

Section B: Annual Business Meeting

1. Notice

Notice of the Annual National Conference and the Annual Business Meeting (ABM) shall be distributed to all members at least sixty (60) days in advance.

2. Agenda

The agenda for the ABM shall be set by the President & Chair and the Executive Director & CEO and shall include at least the following items: approval of the minutes of the previous ABM; financial report; report from the President & Chair; report from the Executive Director & CEO; and any new business appropriate for the ABM.

3. Advisory Resolutions

- a. **Submission and Review:** All proposed resolutions shall be submitted to the Executive Director & CEO at least seven days in advance of the ABM. The Executive Committee shall review such proposed resolutions and may provide commentary or recommendations.
- b. **Disposition:** Adoption of a resolution by a majority of those present and voting at the ABM is advisory to the Board of Directors.

RULE XI: FINANCIAL MATTERS

Section A: Travel Policy

1. "Prudent Person" Rule

While it is the policy of NAFSA to reimburse its members, employees, and others who travel at the request of the Association for reasonable and necessary expenses incurred while on authorized NAFSA business, each individual submitting a request for reimbursement is expected to exercise the same care in incurring expenses that a *prudent person* would exercise when traveling on personal business.

2. Reimbursement of Expenses

Requests for reimbursement, accompanied by complete documentation with expense receipts and necessary explanations, shall be submitted as soon after the expenses are incurred as possible. Reimbursement shall be provided as soon as possible after receipt of a request for reimbursement and consistently with sound fiscal practices. In all cases, original receipts are required for travel and lodging.

Section B: Honorarium Policy

Honoraria may be paid to members of NAFSA for work on any project requiring a demonstrated commitment of substantial time such as the writing or editing of a publication or organizing a workshop, etc.

NAFSA members who have accepted appointed or elected governance or leadership positions shall be ineligible to receive any honorarium for their duties related to these positions. Reimbursement for partial or full expenses incurred is not regarded as honorarium and may be provided when funds are available.

Section C: Submission of Proposals for Grants

1. Ineligibility

Members of advisory committees for any NAFSA programs that award grants, and members of their immediate staffs, are not eligible to submit proposals for awards granted by the committee on which the member serves, except for individual grants awarded for professional development, travel, and training.

2. Eligibility

Other offices or units on the member's campus or in the member's organization are eligible to submit proposals with the understanding that the said member may not participate in the committee discussion or vote on such proposals. This guideline does not preclude a committee from commissioning a committee member to engage in activities or specific projects related to the committee's work.

RULE XII: AMENDMENTS AND SUSPENSION OF THE RULES

Section A: Board of Directors

These Standing Rules may be amended by a majority of the Board of Directors at a regular or special meeting. The Board may also suspend the rules with a two-thirds (2/3) majority.

Section B: Annual Business Meeting

During the Annual Business Meeting, two-thirds (2/3) of members present and voting may also suspend these Rules.

*As amended: March 16, 2002
December 6, 2003
March 19, 2005
December 9, 2006
September 19, 2008
September 28, 2013
September 26, 2014
January 1, 2015
September 26, 2015
December 4, 2015
September 28, 2017
January 5, 2018
December 6, 2018
March 21, 2019*