



Constitution and Bylaws of the Higher Education Case Managers Association

Constitution

Article I: Organizational name

The name of this Association shall be Higher Education Case Managers Association, also known as HECMA.

Article II: Organizational purpose

HECMA, as the founding organization of higher education case managers, provides members with professional identity and resources to advance best practice, knowledge, and research in order to promote and enhance the wellbeing of campus communities.

Article III: Mission:

HECMA, as the founding organization of higher education case managers, provides members with professional identity and resources to advance best practice, knowledge and research in order to promote and enhance the well-being of campus communities.

Article IV: Vision

HECMA is the preeminent professional organization for individuals that provide case management services within a post-secondary educational environment.

Article V: Organizational identity and branding strategy

HECMA shall have the authority to establish branding strategies, including logos, social media presence, websites, and/or similar organizational identity system for use in marketing and publications.

Members shall use the HECMA's logo and other intellectual property only as authorized by the Association. The Association's name, logo, or other printed official insignia shall be used on official websites and marketing materials approved by the Association; by active HECMA members in good standing [good standing is defined as a member current in all financial obligations to the Association and otherwise in compliance with the Association's constitution and bylaws] during the planning and marketing of a regional event, subject to HECMA approval; during the annual HECMA Roundtable; and for HECMA authored or co-authored publications. For all other uses, members should contact the HECMA Communications and Marketing Director in advance to obtain approval to use the logo. All use of the HECMA logo and intellectual property is subject to HECMA approval by the Communications and Marketing Director; use is only permitted by active HECMA members in good standing.

Article VI: Charter

The Association shall maintain a charter in the state of North Carolina as a not-for-profit organization. The charter is associated with Duke University, a founding institution of HECMA.

Section 1: Should Duke no longer be able to host this charter, the Leadership Team will have the option to select another suitable NC institution.

Section 2: At such a time in the future, should the association establish a managing administrator, the Leadership Team may opt to move the charter to that business base of operations.



Article VII: Inclusion

HECMA is committed to the basic human rights of every individual and values the rich diversity of our members. The Association recognizes and appreciates diversity in relation to, and across the intersections of, race, color, national origin, religion, sex, sexual orientation, gender identity and expression, veteran status, age, socioeconomic status, and disability. Believing in inclusive environments, we emphasize the importance of understanding, approaching, and owning diversity and equity from a personal, interpersonal, institutional, and global level. Members and guests of the Association are expected to exhibit appropriate respect toward others, to understand that HECMA opposes all acts of intolerance that degrade the human spirit, and to question inappropriate behavior. HECMA encourages participation by all members in all Association programs, events, conferences, workshops, and activities.

Article VIII: Membership

All persons interested in higher education case management will be eligible for a professional, student, associate membership, or corporate sponsorship subject to the approval of their application by the HECMA Leadership Team. Members must be willing to abide by the Constitution, Bylaws, and ethical/legal standards of the Association/profession; maintain an interest in the activities of HECMA; and pay annual membership dues.

Article IX: Regions

HECMA shall be organized into geographic regions as outlined in Article II, Section 1 of the Bylaws.

Article X: Leadership Team

Section 1: Elected officers. HECMA shall be governed by a Leadership Team made up of the following officers: President, Vice President for Conference and Special Events, Director of Membership and Recruitment, Director of Communications and Marketing, Director of Finance, Director of Training and Development, Director of Operations and Strategic Planning, Director of Equity, Diversity and Inclusion, Clinical Case Manager at Large, and Non-Clinical Case Manager at Large. Members of the Leadership Team shall all be active members of HECMA and will be elected for alternating two year terms as provided in the Bylaws.

Section 2: Authority. The Leadership Team shall have complete authority to manage the business and operations of the Association in any manner consistent with the policies, procedures, and ethical standards of the Association, and to perform all other necessary functions.

Article XI: Tax Exempt Status. The purposes for which this organization is formed are exclusively charitable, educational, and scientific within the meaning of section 501(c)(3) of the United States Internal Revenue Code or the equivalent section of any future federal tax code. The term charitable is used in its generally accepted legal sense and, for the purposes of the Association, includes advancement of education or science.

Article XII: Meetings

The Association shall hold a General Membership meeting during the annual Roundtable conference at the time and place designated by the HECMA Leadership Team. The Leadership Team shall meet once per month at a time and place/format designated by the President. The Leadership will hold a transition meeting at the annual Roundtable as meeting space and time allow. The President or other member of the Leadership Team has the ability to call an emergency meeting of the Leadership Team at any time and



to be held in any format.

Article XIII: Resources

HECMA shall have the authority to publish professional resources, develop webinars, and other publications to serve the needs of members and the profession. Resources shall be made available to all HECMA members and corporate sponsors.

Article XIV: Affiliations

HECMA may enter into any affiliation with the approval of the general membership as determined by a simple majority vote through electronic means or at the annual General Membership business meeting.

Article XV: Amendments

Any proposed amendments to the HECMA Constitution and/or Bylaws must be submitted in writing to the Leadership Team; three current members, in good standing, of the Association must sign such proposed amendments before they are submitted. Proposals will be referred to the Leadership Team for consideration and recommendation. Proposals for Amendments that are accepted by or put forward by the Leadership Team may be distributed electronically for consideration and voting over a period of at least two weeks and no longer than one month by the Association membership. Voting may occur either electronically throughout the year or at the next annual General Membership meeting following publication of proposed amendments.

Proposed changes shall become a part of this Constitution and Bylaws only if approved by a simple majority of the eligible voting members after being made available to membership for the voting period as defined in Article IV of the Bylaws.

Article XVI: Dissolution

In the event of the dissolution of the Higher Education Case Manager Association (HECMA), any remaining funds and other assets will be donated within 90 business days from formal resolution to the Virginia Tech Foundation (based on Virginia Tech's role in establishing the field of higher education case management), located in Blacksburg, Virginia.



Bylaws

Article I: Membership

Section 1: Membership in HECMA is geared toward individuals working in the higher education case management field; engaged in graduate training in the higher education case management field; or those who have a professional interest in or connection to the field of higher education case management. Individuals should have a legitimate interest in the growth of the field, in the professional development of clinical and/or non-clinical practice, and in the HECMA mission and vision.

Classes of membership

- a. **Professional:** Professional members must be individuals who are employed by an Institution of Higher Education (IHE) and with a legitimate interest in the field of higher education case management, as verified by their title and institution as noted on the application. Professional memberships are not transferable and reside with the individual and not their IHE. Members in this class have: full voting rights; access to the discussion boards, full library, member directory, discounts to HECMA sponsored events, and advice from the Leadership Team; the ability to hold a position within the Leadership Team; and the ability to be involved with professional mentorship program.
- b. **Student:** Student members must provide documentation that they are currently enrolled at an accredited college or university. Additionally, student members shall not be currently engaged in full time university employment. Student memberships are not transferable. Members in this class have: access to the discussion boards, full library, discounts to HECMA sponsored events, and advice from the Leadership Team; and other special programs or services as needed and developed.
- c. **Associate:** Associate members are those not currently working directly in the field of higher education case management but who are interested in learning more about the field OR those working in related fields OR those who previously worked in the field who wish to stay connected. Members in this class have: access to the discussion boards, full library, and member directory, discounts to HECMA sponsored events, and advice from the Leadership Team.
- d. **Corporate sponsorship:** HECMA strives to develop strategic partnerships with companies and organizations that share our values documentation. There will be two levels of Corporate Sponsorship, Silver and Gold, as outlined in Article I, Section 5. Corporate sponsorships are not transferable.

Section 2: Membership application. Applications for membership shall be submitted via www.hecma.org and accompanied by dues as detailed on the HECMA website. The Director of Membership and Recruitment will review all applications for membership. Membership classifications are subject to review by the Director of Membership and Recruitment. If rejected, the Director of Membership and Recruitment shall provide an explanation and full refund of the membership dues within 30 days.

Section 3: Membership cycle. Memberships are on a yearly cycle based on the original month of



membership. Both an application and dues are required for renewal of membership. Members must renew on time or risk a lapse in access to resources. The Director of Membership and Recruitment serves as the primary contact for membership services.

Section 4: Membership dues. The Membership Committee will review the dues structure annually and propose changes to the HECMA Leadership Team. The HECMA Leadership Team will recommend subsequent changes to Membership Dues and Benefits in accordance with the established Amendment process. No cancellation or refund of dues shall be paid if a member resigns before the close of the membership year.

Section 5: Rights and benefits of corporate sponsorship.

Silver: Company logo with link on HECMA website (Sponsor and Annual Conference Pages); listing with company logo in annual roundtable program; sponsorship announcement at HECMA roundtable; sponsorship signage at registration desk throughout annual HECMA roundtable; and two promotional communications to HECMA members.

Gold: Two complimentary attendees at annual HECMA roundtable; preferential exhibit space at annual HECMA roundtable Listing with company logo in annual HECMA roundtable program; company logos with link on HECMA website (sponsor and annual conference pages); listing with company logo in annual roundtable program; sponsorship announcement at HECMA roundtable; sponsorship signage at registration desk throughout annual HECMA roundtable; ability to submit up to 3 messages to Leadership Team for posting to the HECMA listserv with responses summarized and provided to sponsor; two promotional communications to HECMA members; and use of HECMA logo with the approval of Leadership Team.

Section 6: Termination of membership. The HECMA Leadership Team can terminate the membership of any member for the following reasons:

- a. Non-payment of membership dues or non-payment of Association related debt(s).
- b. Conduct detrimental to the Association. Disciplinary action under this provision shall be taken only upon a two-thirds (2/3) vote of the Leadership Team by secret ballot. Disciplinary action shall be initiated only upon presentation to the Leadership Team of a written petition for disciplinary action, submitted by at least two members of the Association not residing in the same household and/or employed by the same institution of higher education.
- c. Upon receiving such a petition, the Leadership Team shall take such actions that are deemed necessary to notify the accused member or members, in writing, of the petition and of the place, date, and time at which the Leadership Team will consider the petition. The accused member or member shall have the right to speak on their own behalf; such considerations shall take place no sooner than twenty-one days and no later than seventy days after the petition is received by the Leadership Team.
- d. Plagiarism of HECMA materials or materials provided by HECMA (library or listserv information and/or intellectual property).

Article II: Regions

Section 1: The regions from which Coordinators, as defined in Article VIII of the Bylaws, are elected shall consist of the following states, countries, territories, or provinces:



Northeast - Connecticut, Maine, Atlantic Provinces of Canada, Massachusetts, New Hampshire, Rhode Island, Vermont, Quebec.

Mid Atlantic - Canal Zone, Delaware, District of Columbia, Maryland, New Jersey, New York, Pennsylvania, Puerto Rico, Virginia, Virgin Islands, West Virginia.

South - Alabama, Florida, Georgia, Kentucky, Louisiana, Mexico, Mississippi, North Carolina, South Carolina, Tennessee, Texas, The Family Islands (Bahamas).

Midwest - Illinois, Indiana, Iowa, Michigan, Minnesota, Ohio, Ontario, Wisconsin.

Mountain West - Arkansas, Colorado, Kansas, Manitoba, Missouri, Nebraska, New Mexico, North Dakota, Oklahoma, Saskatchewan, South Dakota, Wyoming.

Northwest - Alaska, Alberta, British Columbia, Idaho, Montana, Nevada, Oregon, Utah, Washington.

West - Arizona, California, Guam, Hawaii.

Member institutions located beyond the territorial limits of the United States and Canada shall be assigned by the Leadership Team to the most proximate region or new regions created to accommodate for the unique aspects of different nations and territories.

Article III: Meetings of members

Section 1: Annual meeting. The Association shall hold a Business meeting during the annual Roundtable conference at a time and place designated by the HECMA Leadership Team.

Section 2: Leadership team meetings. The Leadership Team shall meet once per month, at a time and place/format designated by the President.

Section 3: Special meetings. The President or other member of the Leadership Team has the ability to call an emergency/special meeting of the Leadership Team at any time and to be held in any format needed.

Section 4: Quorum. A gathering of fifty members shall constitute a quorum at the annual General Membership meetings of the Association. At HECMA Leadership Team meetings, two thirds (2/3) of the Leadership Team shall constitute a quorum.

Section 5: Committees. Standing Committees serve to fulfill a specific, on-going role of the goals of the Association, through a designated charge. HECMA has 6 standing committees. They include:

- Communications and Marketing
- Membership and Recruitment
- Conference and Special Events
- Operations and Strategic Planning
- Training and Development
- Equity, Diversity and Inclusion
- The president shall establish or dissolve special ad-hoc task forces, with the advice and consent of the Leadership Team to sustain the functions of the Association. Ad hoc task force



chairs may be selected from the general membership, subject to approval of the Leadership Team. Each director/task force chair may establish their group membership from the general membership.

Article IV: Voting regulations.

Association members must be in good standing as defined in the HECMA Constitution in order to vote on any issue under consideration. When voting is conducted at the Annual Roundtable, the member must be present for their vote to be counted. When voting is conducted electronically, the member must gain access via their secure membership login; each member will be allowed only one vote and results will be decided based on a simple majority.

Article V: Finances

Section 1: Property. HECMA may acquire real and intangible property including equipment, literature, and other materials for HECMA by and on behalf of the membership. Generally accepted accounting practices shall be used to account for all assets.

Section 2: Fiscal year. The fiscal year of the Association shall begin on the first day of July of each year and shall end on the thirtieth day of June of the next year, unless otherwise determined by the Leadership Team.

Section 3: Signing officials. Only elected Association officials are authorized to use their signature for Association business. Any document committing the Association to a plan of action or contract requires two signatures: the president and one additional Leadership Team member. Co-signing members shall not be related or share institutional affiliation.

Section 4: Accounting practices. Expenditures, withdrawals, and/or checks drawn of any Association funds will require the written permission of two members of the Leadership team; one must be the Director of Finance. This includes use of the Association credit card or reimbursement for members who utilized personal funds. Checks drawn upon the funds of the Association shall require one signature of either the Director of Finance or the President. Any expenditure more than \$2,000 would require simple majority approval from the Leadership team. Annually, the Association will employ the services of an independent Certified Professional Accountant for the purpose of managing the annual IRS required documentation and/or auditing.

Article VI: Intellectual Property.

To promote the sharing of information and ideas in the interest of all HECMA members, this statement protects the interests of the Association and its members and ensures a fair and equitable balance between creators, owners, users, and the greater public.

Section 1: Availability. It is the good faith objective of HECMA to make all intellectual property available to all members as soon as its development by the Association is complete. HECMA will make such intellectual property available to all non-members under fair and reasonable terms and conditions.

Section 2: No obligation to endorse. No member shall, by reason of membership or participation in HECMA or otherwise, be obligated to use or endorse any intellectual property developed or endorsed by the Association, nor shall any member be precluded from independently accessing or using



materials by the Association or its members.

Section 3: Library. All materials in the HECMA library have been freely shared by HECMA members and should be cited as appropriate in Article VI, Section 4 of the Bylaws. For citations over forty words, or to use large pieces of another's work, members should make a good faith effort to obtain permission of the author.

Section 4: Citation. All work, written or otherwise, produced by HECMA, and all materials available in the HECMA library, and should be cited according to APA format.

Section 5: Authorship. All intellectual property jointly made, developed, conceived, and/or sponsored by or with the Association shall: include the names of all persons who meet authorship criteria and be a publication of the Association. Furthermore, each author certifies that the material created will not be submitted to or published in any format or publication before its distribution by HECMA.

Section 6: Distribution. All intellectual property jointly made, developed, conceived, and/or sponsored by or with the Association may be distributed upon approval of the Leadership Team.

Section 7: Copyright Complaints. HECMA respects the intellectual property of others. If you believe that your work has been copied or used in a way that constitutes copyright infringement, please contact the Leadership Team via the contact information listed at www.hecma.org

Article VII: Leadership Team

Section 1: The officers of the Association shall be: President, Vice President for Conferences and Special Events, Director of Membership and Recruitment, Director of Communications and Marketing, Director of Finance, Director of Training and Development, Director of Operations and Strategic Planning, Director of Equity, Diversity and Inclusion, Clinical Case Manager at Large, and Non-Clinical Case Manager at Large.

Section 2: Qualification. Members of the Leadership Team must be in good standing as defined by the HECMA Constitution and must have been active members of HECMA for at least one full year prior to their election into office. Exception to this is the President, who must have served on Leadership for two years (see Article VIII, Section 1).

Section 3: Election and term of office. Leadership Team members will serve one two-year term, elected on a rotating basis. Leadership Team members shall not be eligible to succeed themselves for more than two terms.

The following HECMA Leadership Team members will be elected in Even Years: President, Director of Communications and Marketing, Director of Membership and Recruitment, Director of Equity, Diversity and Inclusion, and Clinical Case Manager at Large

The following HECMA Leadership Team members will be elected in Odd Years: Director of Finance, Director of Operations and Strategic Planning, Director of Training and Professional Development, Non-Clinical Case Manager at Large, and Vice President for Conferences and Special Events



When a Leadership Team position has its responsibilities revised or when an additional position is added to the team through member approval of Bylaws revisions, a change in the election cycle may be required. In that event, during the first year of the election cycle change for a Leadership Team position, the Leadership Team may resolve to hold over an elected or current appointee in the leadership position during the gap year.

Elections will follow an annual cycle and process, as determined by the Leadership Team. In general, the flow will be set forth in monthly increments:

- January: Announcement of elections.
- February: Biographical and interest statements are due ~~by February 21st of each year.~~ Candidates must submit their application with a statement of interest, a brief biography, and a headshot photo for web posting and any additional documentation requested.
- March: Candidate Information is posted for membership review and voting.
- April: Announcement of new Leadership Team members via website and listerv or forum.
- June: Annual Roundtable and transition meeting occurs.

Section 4: Assumption of duties. Leadership Team members will assume their roles at the annual transition meeting prior to the Roundtable.

Section 5: Removal of elected position.

a. Officer of Leadership Team

When an officer does not fulfill the duties of their elected office (i.e. failure to attend meetings, nonparticipation in the process, inability to properly carry out the duties, responsibilities, and obligations of the position, violation of HECMA ethical standards, and/or gross impropriety), the President, in consultation with the Leadership Team, may pursue removal of said member from the Team. First, the President should consult with the member to ascertain their intentions regarding future participation in the activities of the Leadership Team. The results of this consultation shall be reported to the Team. Second, the Leadership Team member in question shall have the opportunity to present a rationale, explanation, or argument to the entirety of the Leadership Team during either a regularly or specially scheduled conference call or in person meeting. Third, the Leadership Team may, by two thirds (2/3) majority vote, decide to remove said member from the Leadership Team. In the event of removal, the President shall notify the “removed” member of the Team’s action. In accordance with the Bylaws, the Leadership Team shall then elect, by majority vote, a successor Leadership Team member who shall serve the remainder of the term within thirty days of the vacancy.

b. President of HECMA

When the President does not fulfill the duties of their elected office (i.e. failure to attend meetings, nonparticipation in the process, inability to properly carry out the duties, responsibilities, and obligations of the position, violation of HECMA ethical standards, and/or gross impropriety), any member of the Leadership Team may pursue removal of the President from the Team. First, the Officer should consult with the President to ascertain their intentions regarding future participation in the activities of the Leadership Team. The results of this consultation shall be reported to the Team. Second, the President shall have the opportunity to present a rationale, explanation, or argument to the entirety of the Leadership Team during either a regularly or



specially scheduled conference call or in person meeting. Third, the Leadership Team may, by two thirds (2/3) majority vote, decide to remove the President from the Leadership Team. In the event of removal, the Leadership Team shall notify the President of the Team's action. In accordance with the Bylaws, the Leadership Team shall then elect, by majority vote, an interim or successor President who shall serve the remainder of the term within thirty days of the vacancy.

Section 6: Resignation. In the event of a vacancy in any elected office or appointed position due to voluntary resignation, the President, in consultation with the Leadership Team, shall appoint a successor to serve the remainder of the term within thirty days of the vacancy.

Section 7: Conflict of interest. Leadership team members recognize their obligation to the Association and individual institutions and seek to avoid private interests, obligations, and transactions that are in conflict of interest or give the appearance of impropriety. During one's time as a Leadership Team member, if engaged in a consultative role, paid or advisory, to a third-party entity not based on one's Leadership Team position, it must be clearly stated to the third party that the LT member is not representing HECMA. If they are engaging in a consultative role, paid or advisory, to a third-party entity based on their position with HECMA their materials and/or presentation must be reviewed and approved by the Leadership Team by a simple majority vote.

Leadership Team members must clearly distinguish between statements and actions that represent their own personal views and those that represent the Association when important to do so. The Leadership Team shall approve no such transactions, contracts, or other actions indicating an actual or perceived conflict.

Section 8: Compensation. Depending on the financial status of the Association, Leadership Team members may be compensated for the service in the following ways:

- a. Reimbursement for expenditures made on behalf of the Association
- b. Travel expenses and per diem for travel representing and/or on behalf of the Association
- c. Costs associated with the Leadership Team transition meeting
- d. An additional discount on registration fees for the annual Roundtable
- e. Upon notification and approval of a Leadership Team quorum, individuals representing HECMA in venues such as speaking, presenting, and/or consulting will receive 50% of the agreed fees when such participation is directly tied to their role as a Leadership Team member of the Association; the remaining 50% will become Association funds.

Article VIII: *Leadership Team – Position Descriptions*

Section 1: President. The President, as the senior elected officer of the Association, is responsible for guiding the Leadership Team in the stewardship of the Association. Those eligible will have served on the Association Leadership Team for a minimum of two years. The President shall: serve as the chief executive officer of the Association; serve as the public representative and spokesperson for HECMA, including with the media and at annual meetings and/or other Association sponsored events, which may include travel; consult with all Leadership Team directors in their work; provide feedback and guidance as warranted; convene annual General Membership meeting and regularly scheduled Leadership Team business meetings; produce an Annual Report summarizing all Association activities; appoint all ad hoc committee chairs, subject to the approval of the HECMA Leadership Team; maintain



awareness of newsworthy events creating stressors on members and their institutions; generate ideas for initiatives for discussion within Leadership Team that enhance HECMA's footprint and value to the membership and higher education community; work with all committee chairs in publication of articles or written work that represents HECMA, as warranted or appropriate; appoint a representative to the Council for the Advancement of Standards (CAS); serve as a liaison to the Conference Planning Committee/ Process; participate in the decision making process to fulfill the mission of the Association; represent to the Leadership Team the issues and concerns of constituents and advocates in constituents' best interests; serve in any other capacity as required in the Constitution and Bylaws; interprets Leadership Team policies and decisions to membership; and oversee vision and mission of HECMA through the work of the Leadership Team.

Section 2: Vice President of Conference and Special Events. The Vice President of Conference and Special Events shall: work in tandem with the president-elect; organize the annual HECMA Roundtable conference including location, logistics, content, speakers, and budget; alert membership to major conferences and proposal deadlines, facilitate collaboration between members for joint proposals, and plan social events at major conferences; provide organizational support and assistance to any regional roundtables/events seeking guidance and any webinars or trainings offered by HECMA; participate in recruitment of corporate sponsors; facilitate those ongoing relationships in collaboration with the Director of Membership and Recruitment; participate in the decision making process to fulfill the mission of the Association; represent to the Leadership Team the issues and concerns of constituency and advocate in constituents' best interests; interpret Leadership Team policies and decisions to membership; and fulfill role of the President in their absence.

Section 3: Director of Membership and Recruitment. The Director of Membership and Recruitment shall: coordinate national and regional membership recruitment; manage the approval and activation of new and renewing Association members; assist with access issues with the website and listserv; moderate the listserv; follow up with inactive members to improve retention; collaborate with Leadership Team at-large and Operations and Strategic Planning committee to evaluate member interest and experience based on data gathered from membership surveys; set membership growth goal each year with input, advice, and counsel of Leadership Team; collaborate with Director of Communications and Marketing on electronic/new media outreach to members; build relationships with new institutions to promote memberships; identify and support recruitment of corporate sponsors and facilitate those ongoing relationships; evaluate HECMA membership benefits and make recommendations for changes if needed; participate in the decision making process to fulfill the mission of the Association; represent to the Leadership Team the issues and concerns of Association members; and interpret Leadership Team policies and decisions to membership.

Section 4: Director of Finance. The Director of Finance shall: administer Association's 501 (c) (3) non-profit status; maintain the Association's financial accounts (membership dues and corporate sponsorships, annual HECMA roundtable registration and expenses, and other Association expenditures and financial transactions); be responsible for oversight of long term and short term budget development to ensure promotion of the programs and activities of the Association; produce an Annual Financial Report summarizing the Association's budget and finances; submit a monthly revenue/expenditures document to LT; provide quarterly trends; be responsible for oversight of the receipts, deposits, dispersal, and withdrawal of all funds of the Association; oversee the distribution of funds for the Association; facilitate annual review of Fiscal Policies; participate in the decision



making process to fulfill the mission of the Association; and interpret Leadership Team financial policies and decisions to the membership.

Section 5: Director of Training and Development. The Director of Training and Development shall: identify the professional development needs of the membership; guide Association planning to support the development of opportunities for staff to gain the necessary skills and competencies to serve students in the future; provide expertise in the areas of continuing education, professional competencies, standards, and professional development; orient and train appointed and elected leaders to fulfill job responsibilities and expectations in conjunction with Leadership Team members; coordinate, along with the Director of Operations and Strategic Planning, the movement towards implementation of Higher Education Case Management CAS Standards; develop training guidelines and professional ethical standards for all iterations of Higher Education Case Management including clinical Case Managers, non-clinical Case Managers, graduate assistants, and interns; identify key topics and develop professional development opportunities through webinars, pre-conference sessions, and other means of continuous education; participate in the decision making process to fulfill the mission of the Association; represent to the Leadership Team the issues and concerns of Association members; interpret Leadership Team policies and decisions to membership.

Section 6: Director of Communications and Marketing. The Director of Communications and Marketing shall: provide expertise in the areas of marketing, technology, and conferencing as they relate to meeting the changing needs of the Association's members – this includes producing and disseminating all marketing materials related to the Roundtable, special events, and training opportunities, including electronic communications and print media; manage the publishing schedule for HECMA's blog, as well as any featured series or related initiatives; manage all of HECMA's social media channels such as Twitter, LinkedIn, Facebook, and/or others to be determined; consult with HECMA members hosting regional roundtables on the development of their marketing materials and communication plans; regularly work within website content management system to update the website as appropriate; be responsible for the minutes of the Leadership Team meetings; oversee dissemination within two weeks (can be published to Leadership Google drive); maintain awareness of newsworthy events creating stressors on members and their institutions; work in conjunction with President in responding to these campus incidents; work with all committee chairs in publication of articles or written work that represents HECMA, as warranted or appropriate; participate in the decision making process to fulfill the mission of the Association; and interpret Leadership Team policies and decisions to membership.

Section 7: Director of Operations and Strategic Planning. The Director of Operations and Strategic Planning shall: provide leadership and support for Association business practices; provide leadership and direction in ensuring that the Association maintains professional standards in its practices with corporate partners; develop and oversee implementation of the organizational strategic plan; establish and implement organizational assessment priorities in line with strategic plan goals and initiatives; coordinate data collection and analysis; distribute results at annual meeting with any suggested revisions or amendments to strategic plan; recommend improvements in organizational governance structures, policies, or leadership priorities as needed; establish best practices regarding peer review process and rubrics in coordination with the Director of Training and Professional Development/committee; maintain HECMA Constitution, Bylaws, and Strategic Plan; serve as parliamentarian at annual General Membership meeting; participate in the decision making process



to fulfill the mission of the Association; and interpret Leadership Team policies and decisions to membership.

Section 8: Director of Equity, Diversity and Inclusion. The Director of Diversity, Equity and Inclusion shall: create, implement, and maintain a HECMA statement on equity, diversity and inclusion; collaborate with all other Leadership Team positions and committees on strategic implementation of equity, diversity and inclusion initiatives; develop core competencies related to equity, diversity and inclusion to inform HECMA's strategic plan; improve networking opportunities and personal development for members through the creation and implementation of affinity groups based on reported member identities; implement and promote diversity and inclusion presentations, socials and education opportunities for all HECMA events/programs; deepen HECMA's commitment to equity, diversity and inclusion through intentional and culturally relevant policies, programming, and resources; participate in the decision making process to fulfill the mission of the Association; and interpret Leadership Team policies and decisions to membership.

Section 9: Clinical Case Manager at Large. The Clinical Case Manager at Large shall: provide leadership, support, and coordination to Association activities and workgroups as it relates to members in the two functional HECM areas; identify and articulate issues of importance to functional areas, regions and other constituent groups; provide leadership to promoting and enhancing services, opportunities, and actions that support members and their work; identify and address the needs of HECM professionals in a variety of roles and at different points in their careers through coordinated Association action; provide ideas for publications and conference presentations; assist with revenue generation/fundraising ideas; orient and support new clinical members to the Association, coordinating awareness of new members for initial one month outreach through the Director of Membership and Recruitment; oversee Mentorship program to support professionals at various strategies in their HECM work; oversee group chats (drop-in conference calls) for clinical or non-clinical Case Managers; organize open forum or on specific topics - at least once per semester; help identify future leaders within the Association; participate in the decision making process to fulfill the mission of the Association; represent to the Leadership Team the issues and concerns of Association members; advocate on the behalf of members' best interests; and interpret Leadership Team policies and decisions to membership.

Section 10: Non-Clinical Case Manager at Large. The Non-Clinical Case Manager at Large shall: provide leadership, support, and coordination to Association activities and workgroups as it relates to members in the two functional HECM areas; identify and articulate issues of importance to functional areas, regions, and other constituent groups; provide leadership to promoting and enhancing services, opportunities, and actions that support members and their work; identify and address the needs of HECM professionals in a variety of roles and at different points in their careers through coordinated Association action; provide ideas for publications and conference presentations; assist with revenue generation/fundraising ideas; orient and support new non-clinical members to the Association, coordinating awareness of new members for initial one month outreach through the Director of Membership and Recruitment; oversee Mentorship program to support professionals at various strategies in their HECM work; oversee group chats (drop-in conference calls) for clinical or non-clinical Case Managers; organize open forum or on specific topics - at least once per semester; help



identify future leaders within the Association; participate in the decision making process to fulfill the mission of the Association; represent to the Leadership Team the issues and concerns of Association members; advocate on the behalf of members’ best interests; and interpret Leadership Team policies and decisions to membership.

Article IX: Regional Coordinators

Section 1: Elections and terms. Seven Regional Coordinators shall be elected, one from each of the seven Regions as defined in Article II of the Bylaws. The Coordinators from the Northeast, South, Mountain West, and West regions shall be elected to take office in even-numbered years; the Coordinators from the Mid Atlantic, Midwest, and Northwest regions be elected to take office in odd-numbered years; the term of a Coordinator is two years. The Regional Coordinators must be a Professional Member in the electing region at the time of election and throughout the two-year term. Coordinators shall not be eligible to succeed themselves provided, however, that a Regional Coordinator serving in the un-expired term of a predecessor shall be eligible for nomination for one succeeding full term.

Section 2: Duties and responsibilities: Regional Coordinators shall in their respective regions: identify and recruit new members; encourage involvement in HECMA from existing members; organize and/or support members hosting drive-ins; coordinate with members of the Leadership Team on various projects; organize phone conferences for regional Association members (at least once per quarter) and maintain regular communication updates with regional members in partnership with the Leadership Team; monitor and communicate regional trends or emerging themes to the Leadership Team for consideration in developing programs and services; and identify potential nominees from the membership for blog posts, presentation opportunities, and Association awards.

Article X: Council for the Advancement of Standards in Higher Education (CAS) Representation

Section 1: Appointment. As a CAS Member Association, HECMA is expected to provide a consistent presence on the CAS Board through the appointment of a Representative and Alternate Representative. CAS describes this as the member association’s “opportunity to contribute specialized knowledge in the articulation of those standards through collaborative actions among all members associations.” (www.CAS.edu – member guidelines). Therefore, as noted in Article VIII Section 1 of the Bylaws, the Association President shall appoint two HECMA members to serve on the CAS Board. The President shall consider contributions to HECM field, past association leadership, professional achievements in their decision, and qualifications as recommended by CAS, outlined in Section 3. HECMA’s CAS Representative and Alternate Representative will both have served at least two years on HECMA’s Leadership Team; these can be non-consecutive, successor appointments, or full elected terms. The selection of a past Leadership Team member ensures that the individual representing HECMA’s interests and perspectives will have an understanding of the core mission and vision of HECMA, having contributed to its strategic plan.

Section 2: Length of Service: HECMA acknowledges and supports the CAS Board’s assertion that there is an advantage to have a Representative serve multiple years. This is due to the learning curve of acclimating to the CAS Boards mission, structure, and activities. It is also important because of the assignment to project and standards review committee and the length of time (over years) that it takes to review, revise, and/or create standards. Consistency in representation diminishes potential negative impact on and gaps in progress. To that end HECMA agrees that the Representative and

Alternate Representative will both be appointed to and serve 3 year terms. The President in consultation with the Leadership Team will “allow for continued service as long as long as the association-appointed Representative demonstrates a willingness and commitment to do the work of CAS and the association (CAS.edu).” CAS further expands that “experienced directors (aka Representatives) “are able to participate more broadly and share in leadership, and the expertise gained over a longer appointment makes a valuable contribution to the [CAS] Board (CAS.edu).”

Section 3: Qualifications and skills: CAS recommends specific considerations in the appointment of CAS Representatives, both the Voting Member (Director) and Non-Voting Member (Alternate Director). These include:

- Leadership: Through appointment to CAS, it is expected that Representatives will be able to speak for the interests of the member association, including those who play governance roles in the association. Therefore, CAS recommends associations appoint Representatives that have demonstrated a high level of competence within the functional area as well as held positions of leadership within the association. Many current CAS Representatives have served as staff or on the Executive Committees of their association.
- Critical Thinking: CAS Representatives must be able to think critically about a range of issues impacting higher education; and in solving the problems CAS faces as a consortium.
- Cultural Competence: CAS encourages associations to appoint Representatives who reflect the diversity of their functional area. CAS expects associations to appoint Representatives who value diverse perspectives and bring forth ideas about how to collaborate across differences.

Section 4: Responsibilities and Expectations.

- Attending Council Meetings: attendance at two meetings annually is expected. Each Representative (or Alternate Representative) is expected to communicate effectively and represent relevant interests and initiatives of CAS to the member association.
- Serving on committees to create, review, and revise CAS Standards: Each Representative is expected to serve on a standards review committee following the first year of Council service. Service on a standards review committee is an expectation throughout membership after the first year. Committee work typically occurs outside of Council meetings.
- Serving on committees and workgroups to advance the mission and values of CAS: Each Representative is encouraged to participate in committees and workgroups on a range of projects (e.g., assessment, marketing) that advance the strategic objectives of the Council.
- Representing the work of CAS to Association Members: Each Representative is expected to work with association leadership to develop approaches to educating membership about the value and function of CAS. Such practices may include promulgating standards, presenting at conferences, writing articles, advising fellow members on implementing CAS and Self-Assessment, and conducting webinars or podcasts about the use of CAS within the functional area. Association leadership and the appointed CAS Representative(s) should develop a plan annually for such promotion of the Standards.
- Promoting CAS products to Association Members: CAS has simple revenue streams and the largest is that of selling our books and Self-Assessment Guides. Representatives are expected to help promote these products to colleagues within their associations and across higher education
- Reporting to the President bi-monthly or more often to provide updates CAS activities and solicit advice as warranted related to the HECMA vision, mission, and current strategic plan. Representatives will attend o the HECMA Leadership Team meetings, at least quarterly to provide



input on LT discussions and provide CAS updates.

Article XI: Additional Provisions

Section 1: Indemnification. The Association shall have the power to indemnify its officers, agents, representatives, and such others designated by the Leadership Team to the full extent permitted by law, as they are representing the Association in the normal and ordinary course of Association business.

Section 2: Scope of Bylaws. This Constitution and Bylaws shall supersede all previous documents and shall become effective July 1, 2017. The Bylaws will be reviewed annually by the membership at the annual business meeting. Amendments to the Constitution and Bylaws may be proposed and voted on electronically throughout the year.

Approved by HECMA Leadership Team – December 19, 2012

By: President, Ashley Blamey-Montgomery

Amendments Approved by HECMA Leadership Team – July 1, 2015

By: President, Jennifer “JJ” Larson

Amendments Approved by HECMA Leadership Team – September 19, 2017

By: President, Jennifer “JJ” Larson

Amendments Approved by HECMA Leadership Team – October 31, 2017

By: President, Jennifer “JJ” Larson

Amendments Approved by HECMA Leadership Team – March 9, 2018

By: President, Jennifer “JJ” Larson