

TAPPA Board Best Practices and Informational Guide



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INTRODUCTION

What benefits (or end results) are we providing to whom and what will it cost us to do this?

In addition to answering this question, the Board of Directors and Officers needs to establish a concise vision for TAPPA and how to reach managers within Higher Education Facilities and beyond. The Board of Directors is responsible for using whatever means is necessary to accomplish these desired ends, within limitations the board should establish in advance. Examples of limitations are not breaking the law, not treating volunteers, business partners inappropriately, not getting into debt, holding one another accountable, remaining fiscally solvent etc. If the board is clear about its role the organization will be able to make better decisions more quickly and use the talents of its board members and officers.

This document is intended to supplement the current bylaws and provide direction in several areas not specifically addressed in the bylaws.

SECTION 1: ROLE OF THE BOARD

Responsibilities of the Board of Directors

Framework

- The Board and Officers establishes the framework for the organization.
- Creates and updates the mission, vision, and bylaws statements
- Defines what benefits (or end results) the organization is providing to whom and what it will cost to deliver them?
- Determines how organizational performance will be measured.

Direction

- The Board and Officers sets the direction for the organization.
- Sets goals, approves, and monitors the strategic or business plan
- Develops organizational policies, including the policies that govern how the board will operate.

Accountability

- The Board and Officers is responsible for the behavior and performance of fellow board members.
- Establishes the code of ethics for the board and officers, including policies related to private inurement and conflict of interest, and sets the tone for organizational behavior.
- Monitors financial and operational performance. Evaluates each other based on achievement of the end results and compliance with predefined limitations or requirements.
- Along with Officers, selects an auditor and reviews the audit report.

Operations

- Develop, approve and modify bylaws
- Establish written policies and procedures for board operations not addressed in the bylaws
- Appoint committees and hold them accountable
- Establish and enforce expectations for attendance at board/committee meetings
- Recruit new board members
- Train board members
- Plan agenda for board meetings
- Take minutes at board meetings



- Plan and propose committee structure
- Prepare exhibits, materials, and proposals for the board and committees
- Sign or delegate the signature of legal documents
- Follow-up to insure implementation of board and committee decisions

Planning

- Establish mission
- Articulate a vision for achieving the mission
- Approve long range goals
- Provide input to long range goals
- Formulate annual objectives
- Direct the operational planning process
- Approve the President's annual objectives
- Monitor achievement of goals and objectives
- Prepare performance reports on achievement of goals and objectives

Programming

- Assess Business partner/membership needs
- Oversee evaluation of Annual Conference
- Approve new programs or revisions to current programs
- Maintain program records; prepare program reports
- Determine if the organization is being effective in achieving its mission (Review program evaluation, client/customer surveys. Hold meetings with business partners and members etc.)

Financial Planning, Management, and Oversight

- Prepare operating and capital budget
- Finalize and approve budget
- Ensure that expenditures are within budget
- Approve expenditures outside authorized budget levels
- Provide for the periodic audits and financial reviews
- Develop financial policies and procedures, including policies related to retention of records, conflict of interest, etc.
- Approve financial policies and monitor that policies are being followed
- Ensure that there is adequate segregation of financial duties so that no one person is involved in all aspects of financial transactions.
- Establish audit committee to receive and review audit
- Solicit business partners to attend annual conference
- Solicit business partners and individuals to become members

Marketing/Community Relations:

- Introduce TAPPA to organizations
- Solicit information from funders, supporters, customers, clients, partners etc. about the organizations performance
- Develop marketing plan, materials, and awareness campaigns



Key Information for Board Members

Purpose

A member of the Board of Directors is responsible for ensuring that TAPPA fulfills its mission by planning for the future, monitoring current operations, and evaluating the organization. A board member must fulfill the fiduciary responsibilities, making corporate decisions that protect the organizational interest.

Key Information

- Actively promote the mission of TAPPA, contributing ideas and expertise
- Be informed about the organization's mission, services, policies, and programs; inform others about the organization, and work to enhance the organization's public image
- Provide ongoing support and guidance for the membership and business partners
- Ensure effective organizational planning
- Participate in the development of a strategic plan to accomplish the mission, oversee its implementation and evaluate its success
- Actively participate in all board activities either by phone or in person
- Attend in person or by phone regular board meetings
- Review agenda and supporting materials prior to board and committee meetings
- Serve on a committee and periodically take on special assignments
- Submit nominees in writing to the board who can make significant contributions to the work of the board and to the organization
- Ensure adequate resources and manage effectively
- Make a personal commitment contribution to the organization
- Carry out the fiduciary responsibilities of the board by reviewing the organization's annual financial statements
- Follow conflict-of-interest, code of ethics and confidentiality policies

Elected by

- General Membership

Term Length

- *Per by-laws*

Time commitment

- TAPPA Conference
- 2 Board meetings
- Additional time required for committee work and other board commitments.

Board Expenses

- Unless otherwise determined, the management company will make all travel arrangements for the Board/Officers to include:
 - Hotel reservations
 - Flight reservations
- For travel not arranged by the management company, Board and Officers are required to maintain all receipts of travel related expenses to be submitted for reimbursement.
 - Food
 - Transportation



Board Recruitment

- Take seriously your responsibility to ensure the future leadership of TAPPA.
- Make recruitment a regular, on-going activity of the whole board.
- Seek the counsel and involvement of your key development staff in all recruitment activities.
- Ensure that the board reviews and updates the by-laws as needed.
- Ensure that board policies (e.g., Conflict of Interest) are in place, up-to-date, and that you have insurance for Directors and Officers.
- Be frank, honest, and positive about the challenges facing the organization.
- Adhere to the recruitment standards and selection criteria established by the board.

SECTION 3: BOARD POLICIES

Purpose

The role of the board is to assure that the organization is accomplishing its mission by developing policies that guide the operation of organization and by monitoring the finances of the organization.

Board members also contribute to the organization accomplishing its purpose by being advocates for the organization, including soliciting financial support.

Membership of the Board

The purpose of a board member is to serve the Membership as a voting member. The Board is composed of members who bring diversity of skills and background to the organization, including but not limited to: expertise and demonstrated leadership in the skills needed to assist the Board in meeting its goals.

Role and Authority of Board Member and/or Board Officer

- Review TAPPA's Mission and Vision as needed
- Ensure effective organizational planning
- Oversee the effective management of resources
- Review and monitor TAPPA's programs and services
- Enhance TAPPA's public image

Board Member Expectations

- Fulfill the roles and responsibilities of board members described above.
- Review the agenda and supporting materials prior to Board and committee meetings.
- Serve on committees and take on special assignments, as needed.
- Remain informed about TAPPA's mission, services, and policies.
- Promote TAPPA within the Texas community.
- Keep up-to-date on issues pertaining to TAPPA.
- Provide support and advice to the Officers.
- Suggest nominees for Board membership

Process for Seating New Board Members/Officers (Check by-laws)



SECTION 4: BOARD MEETINGS

Board Meeting Agenda

The regular meeting agenda is formatted to include a consent agenda, discussion items, action items, and information items.

- A request for agenda items should be made to the Board President, if possible, at least one business week prior to the scheduled meeting by the President or designee.
- The Board President or the Vice President in the President's absence will review and approve the agenda.
- Routine items that may require little discussion will be placed on the agenda. Examples of the items that may be placed on the agenda are:
 - Routine financial information or updates
 - Minutes of regular and special Board meetings
 - The President shall ensure that all items requested by Board Members will be placed on an agenda at the next board meeting or, if this is not possible, within two regular meetings.

Conduct during Board Meetings

Discussion of motions

- All discussion should be directed solely to the business under deliberation.
- The President has the responsibility to keep the discussion to the motion at hand and may halt discussion that does not apply to the business before the Board.

Voting Practices

- The voting process should follow Robert's Rules of Order.
- A formal vote will be taken on any items identified in the bylaws or on the agenda as necessary and any other items where the President or a board member request a vote be taken.
- The board president shall have the right to discuss agenda items, to motions and resolutions, and vote on all matters coming before the Board.
- No member should vote on a motion in which he or she has a direct personal or pecuniary interest.
- Dissenting and abstaining votes shall be recorded in the minutes of the board meeting.

Closed Session

The board will act in closed session whenever the subject of the discussion is highly confidential or sensitive. The board shall have the option of asking members as well as any observers to leave the meeting area during a closed session.

- Discussion will be only regarding the items on the closed session agenda
- Information discussed in closed session must remain confidential and may be omitted from the minutes posted on the web site.

Communications/ Media Inquires

The President will, in most cases, be the official spokesperson for TAPPA with the media, however the board may designate another member may be the spokesperson, when appropriate.

All board members who receive calls from the media should direct them to the President or the designated spokesperson and should notify the Board and the designated spokesperson of the contact immediately.

Legal issues

All communications with legal counsel shall be made through the President and Secretary/Treasurer with full disclosure to the Board.



SECTION 5: CONFLICT OF INTEREST

Purpose

This Conflict of Interests Policy governs the activities of the Executive Committee and volunteers of TAPPA. The purpose of the Conflict of Interests policy is to protect TAPPA's interest when it is contemplating entering into a transaction or arrangement that might benefit the private interest of an officer or committee member of TAPPA or might result in a possible excess benefit transaction. This policy is intended to supplement but not replace any applicable state and federal laws governing conflict of interest applicable to TAPPA. Questions about the policy should be directed to the current President. It is the duty of all Executive Committee members and volunteers to be aware of this policy and to identify and disclose possible conflicts of interest and situations that may result in the appearance of a conflict.

Definitions

- **Interested Person**
Any Executive Committee member, who has a direct or indirect financial interest, as defined below, is an interested person.

- **Financial Interest**
A person has a financial interest if the person has, directly or indirectly, through business, investment or family:
 - a. An ownership or investment interest in any entity with which TAPPA has a transaction or arrangement.
 - b. A compensation arrangement with TAPPA or with any entity or individual with which TAPPA has a transaction or arrangement.
 - c. A potential ownership or investment interest in, or compensation arrangement with, any entity or individual with which TAPPA is negotiating a transaction or arrangement.

Compensation includes direct or indirect remuneration as well as gifts or favors that are not insubstantial.

A financial interest is not necessarily a conflict of interest. Under Procedures, Section 2, a person who has a financial interest may have a conflict of interest only if the Executive Committee decides that a conflict of interest exists.

Procedures

Duty to Disclose

In connection with any actual or possible conflict of interest, an interested person must disclose the existence of the financial interest and be given the opportunity to disclose all material facts to the Executive Committee.

- **Determining Whether a Conflict of Interest Exists**
After disclosure of the financial interest and all material facts, and after any discussion with the interested person, the interested person shall leave the meeting while the determination of a conflict of interest is



discussed and voted upon. Determination of a conflict of interest may be made via email, telephone conference call, etc. when the decision must be made between Executive Committee meetings, but the interested party shall not be copied on or involved in any discussion once he/she has presented the facts. The remaining members of the Executive Committee shall decide if a conflict of interest exists.

- **Procedures for Addressing the Conflict of Interest**

- a. An interested person may make a presentation to the Executive Committee (either in a meeting or via email, telephone conference, etc.), but after the presentation, he/she shall leave the meeting during the discussion of, and the vote on, the transaction or arrangement involving the possible conflict of interest.
- b. The President shall, if appropriate, appoint a disinterested person or committee to investigate alternatives to the proposed transaction or arrangement.
- c. After exercising due diligence, the Executive Committee shall determine whether TAPPA can obtain within reasonable efforts a more advantageous transaction or arrangement from a person or entity that would not give rise to a conflict of interest.
- d. If a more advantageous transaction or arrangement is not reasonably possible under circumstances not producing a conflict of interest, the Executive Committee shall determine by a majority vote of its members excluding the interested party whether the transaction or arrangement is in CAPP's best interest, for its own benefit, and whether it is fair and reasonable. In conformity with the above determination, it shall make its decision as to whether to enter into the transaction or arrangement.

- **Violations of the Conflicts of Interest Policy**

- a. If the Executive Committee has reasonable cause to believe a member has failed to disclose actual or possible conflicts of interest, it shall inform the member of the basis for such belief and afford the member an opportunity to explain the alleged failure to disclose.
- b. If, after hearing the member's response and after making further investigation as warranted by the circumstances, the Executive Committee determines the member has failed to disclose an actual or possible conflict of interest, it shall take appropriate disciplinary and corrective action.

Records of Proceedings

The minutes of the Executive Committee shall contain:

- The names of the persons who disclosed or otherwise were found to have a financial interest in connection with an actual or possible conflict of interest, the nature of the financial interest, any action taken to determine whether a conflict of interest was present, and the Executive Committee's decision as to whether a conflict of interest in fact existed.
- The names of the persons who were present for discussions and votes relating to the transaction or arrangement, the content of the discussion, including any alternatives to the proposed transaction or arrangement, and a record of any votes taken in connection with the proceedings.

Annual Statements

Each member of the Executive Committee shall annually sign a statement which affirms such person:

- Has received a copy of the conflicts of interest policy,
- Has read and understands the policy,
- Has agreed to comply with the policy, and
- Understands that TAPPA is a non-profit organization and in order to maintain its federal tax exemption it must engage primarily in activities which accomplish one or more of its tax exempt purposes.



Periodic Reviews

To ensure that TAPPA operates in a manner consistent with its non-profit purposes and does not engage in activities that could jeopardize its tax-exempt status, periodic reviews shall be conducted. The periodic reviews shall, at a minimum, include the following subjects:

1. Whether benefits afforded members of the Executive Committee and other committees of TAPPA are reasonable and based on competent survey information.
2. Whether partnerships, joint ventures and arrangements with management organizations conform to TAPPA's written policies, are properly recorded, reflect reasonable investment or payment for goods and services, further non-profit purposes and do not result in inurement, impermissible private benefit or in an excess benefit transaction.

Use of Outside Experts

When conducting the periodic reviews, TAPPA may, but need not, use outside advisors. If outside experts are used, their use shall not relieve the Executive Committee of its responsibility for ensuring periodic reviews are conducted.

Whistleblower Policy & Procedures

Policy:

TAPPA encourages the Board/Officers, volunteers and others related to the organization to report any violation of policy, procedure, or ethics; illegal activity; or other misconduct by members, volunteers, or others related to the organization. No person who, in good faith, reports a violation shall suffer harassment, retaliation or adverse consequence. A board member or volunteer who retaliates against someone who has reported a violation in good faith is subject to discipline up to and including termination of position/membership.

Procedures:

Reports can be made directly to the President, Vice President, or any member of the board. To the extent that the activity or misconduct involves the executive director the report should be made directly to the vice chair. Violations or suspected violations may be submitted on a confidential basis by the complainant or may be submitted anonymously. Reports of violations or suspected violations will be kept confidential to the extent possible, consistent with the need to conduct an adequate investigation.

The recipient of a complaint will notify the sender and acknowledge receipt of the reported violation or misconduct within five business days. All reports will be promptly investigated and appropriate corrective action will be taken if warranted by the investigation.



CONFLICT OF INTEREST STATEMENT

I, have:

- Received a copy of TAPPA’s Conflict of Interest Policy,
- Have read and understand the Policy,
- Agree to comply with the Policy,
- Understand that TAPPA is a non-profit organization and that in order to maintain its federal tax exemption, it must engage primarily in activities which accomplish one or more of its tax exempt purposes.

Signature

Date

Code of Ethics:

As a member of the Executive Committee, I will:

- Listen carefully to my teammates.
- Respect the opinion of my fellow committee members.
- Respect and support the majority decisions of the Executive Committee.
- Keep well-informed of developments relevant to issues that may come before the Executive Committee.
- Participate actively in Executive Committee meetings and actions.
- Bring to the attention of the Executive Committee any issues that I believe will have an adverse effect on TAPPA or those we serve.
- Attempt to interpret the needs of those we serve to TAPPA and interpret the actions of TAPPA to those we serve.
- Refer complaints to the proper level in the chain of command.
- Recognize that my role is to ensure that TAPPA is well-managed, not to manage TAPPA.
- Represent all those whom TAPPA serves and not a particular person, educational institution or interest group.
- Consider myself a “trustee” of TAPPA and do my best to ensure that it is well-maintained, financially secure; growing and always operating in the best interest of those we serve.
- Always work towards continuous improvement.



SECTION 7: DOCUMENT RETENTION POLICY & PROCEDURES

Policy:

All short term and long term storage of administrative and financial records are provided in a safe, secure, and confidential manner. Depending upon the type of record, the appropriate length of time for retention complies with legal and funder requirements. Records relevant to foreseeable or pending judicial or administrative investigations or proceedings are preserved until the actions are concluded. The management company is responsible for such procedures.

Procedures:

- Physical Records: At least annually, physical document and files are transferred from active files to inactive storage and retention dates are noted on the files. Confidential files are clearly designated as such. Files in storage are placed in a fire resistant, secure, dry place.
- When Files are past retention requirements, documents shall be destroyed in a method that maintains confidentiality (i.e. shredding).
- Long term storage of electronic records: All electronic files are backed up daily. Backups are moved off-site monthly. The retention periods are consistent with those for physical records.
- The following table provides the minimum requirements. This information is provided as guidance in determining your organization's document retention policy.

Types of Document Minimum Requirements

- Accounts payable ledgers and schedules 7 years
- Audit reports Permanently
- Bank Reconciliations 2 years
- Bank statements 3 years
- Checks (for important payments and purchases) Permanently
- Contracts, mortgages, notes and leases (expired) 7 years
- Contracts (still in effect) Permanently
- Correspondence (general) 2 years
- Correspondence (legal and important matters) Permanently
- Correspondence (with customers and vendors) 2 years
- Deeds, mortgages, and bills of sale Permanently
- Depreciation Schedules Permanently
- Duplicate deposit slips 2 years
- Expense Analyses/expense distribution schedules 7 years
- Year End Financial Statements Permanently
- Insurance Policies (expired) 3 years
- Insurance records, current accident reports, claims, policies, etc. Permanently
- Internal audit reports 3 years
- Inventories of products, materials, and supplies 7 years
- Invoices (to customers, from vendors) 7 years
- Minute books, bylaws and charter Permanently
- Patents and related Papers Permanently
- Payroll records and summaries 7 years
- Tax returns and worksheets Permanently
- Trademark registrations and copyrights Permanently



- Withholding tax statements 7 years



SECTION 8: SOCIAL MEDIA GUIDELINES & USAGE POLICY

Your use of the TAPPA social media channels is subject to this Term of Use and the Terms of Use of the social platform.

As Texas Association of Physical Plant Administrators Board of Directors, we have a professional image to uphold and how we conduct ourselves online impacts this image. We must recognize the value of Students/Facility Managers/Business Partners and other professional networking that will allow collaboration, resource sharing and dialogs all be facilitated by the board members.

PRIMARY SOCIAL OBJECTIVES
PROMOTE TAPPA MISSION
REACH A WIDER DIVERSE AUDIENCE
DRIVE SPONSORSHIP RECRUTMENT
BUILD ENGAGEMENT AND RETENTION
LEARN ABOUT THE COMMUNTY AND ITS NEEDS

For the protection of professional reputation, Board of Directors is required to follow these practices:

- Post only appropriate and respectful content.
- Post only what you want the world to see. Imagine your peers, partners, and businesses visiting our site. It is not like posting something to your web site or blog and then realizing that a story or photo should be taken down. On a social networking site, basically once you post something it may be available, even after you believe it has been removed from the site.
- Remember that people classified as "friends" have the ability to download and share your information with others
- Respect financial disclosure laws.
- Make sure you are always honest and accurate when posting information. If you make mistakes, correct it quickly
- Remember the concept of "Community"
- We strive to respond to as many relevant questions and comments as possible, but we reserve the right to use our own judgment in selecting the messages we respond to.
- Following a Twitter account or including an account in a Twitter list does not constitute an endorsement ;the same applies to re-tweeting messages posted on accounts that TAPPA does not own, or making them as "favorites"
- Utilize social media to inform others about TAPPA services, upcoming events, recognitions, recruit fans, followers, and group members



TAPPA's Twitter Engagement Guidelines

- All Board of Directors have Twitter access information and are identified as users but are not required to access social media websites. At the time of a member resignation or new members are elected, the password needs to be changed to deny future access. https://twitter.com/tappa_tx
- Please note that users of this page are subject to Twitter's posting guidelines and Terms of Use. In addition, please be aware that we encourage respectful postings; however, we also reserve the right to remove spam and content or posts that are off-topic, abusive, discriminatory, defamatory, offensive, infringing, false, or harassing. Any content uploaded by anyone other than TAPPA is the responsibility of the submitter. Furthermore ,please

DO NOT:

- Use commentary deemed to be defamatory, obscene, proprietary, judgmental or slanderous. Exercise caution with regards to exaggeration, colorful language, guesswork, obscenity, copyrighted materials, legal conclusions, and derogatory remarks, political or religious viewpoints or characterizations.
- Publicly criticize policies or personnel.
- Post any information or rumors that you know to be false about TAPPA Organization, fellow associates, members, clients, sponsors or people working for different organizations.

The posting and presence of content on Twitter does not necessarily mean that TAPPA agrees with the content, ensures its accuracy or otherwise approves of it. Nothing in any Twitter page constitutes a binding representation, agreement or an endorsement on the part of TAPPA. Please review Twitter's terms of use carefully when engaging on the site.

- Resources: Twitter Policies: <https://support.twitter.com/categories/284>
- <https://twitter.com/privacy?lang=en>

TAPPA's Facebook Engagement Guidelines

- All Board of Directors have Facebook access information and are identified as users but are not required to access social media websites. At the time of a member's resignation or replacement, their password must be changed and access denied. <https://www.facebook.com/TAPPA.TX>

Please note that users of this page are subject to Facebook's posting guidelines and Terms of Use. In addition, please be aware that we encourage respectful postings; however, we also reserve the right to remove spam and content or posts that are off-topic, abusive, discriminatory, defamatory, offensive, infringing, false, or harassing. Any content uploaded by anyone other than TAPPA is the responsibility of the submitter. Furthermore, please:

- DO NOT - Offer unauthorized Information. Always direct them to home page www.tappa.net for more information to whom to contact
- DO NOT - Post on any content which may violate any law or which may be against the public policy or which may infringe privacy rights of any person.



- DO NOT - Post any personal information of any kind without permission
- DO NOT - Post false or defamatory statements about any individual, community, company or organization or any other entity
- DO NOT - Use company's Facebook page to engage in discussions unrelated to TAPPA services or conferences

TAPPA reserves the right to ban any user from the association's Facebook page should they violate these Terms of Use as stated, and revised. TAPPA may, in its sole discretion delete irresponsible content or content that is otherwise inconsistent with the purpose of the TAPPA social media channel. Examples of inappropriate or off-topic messages include, but are not limited to, the following: Defamatory, malicious, obscene, intimidating, discriminatory, harassing or threatening comments or hate propaganda.

Resources: Facebook Page Terms: <https://www.facebook.com/pageguidelines.php>

TAPPA's LinkedIn Engagement Guidelines

- All Board of Directors have LinkedIn access information and are identified as users but are not required to access social media websites. At time of member resignation password to be changed and access to be denied.
<https://www.linkedin.com/company/texas-association-of-physical-plant-administrators>

Please note that users of this page are subject to LinkedIn's posting guidelines and Terms of Use. In addition, please be aware that we encourage respectful postings; however, we also reserve the right to remove spam and content or posts that are off-topic, abusive, discriminatory, defamatory, offensive, infringing, false, or harassing. Any content uploaded by anyone other than TAPPA is the responsibility of the submitter. Furthermore, please:

- DO NOT - reveal the projects you are working on, client names or client companies without permission
- Always add value. Provide worthwhile information and perspective. Build relationships
- DO NOT - be pushy and don't hard sell!
- Practice respect, transparency, honesty, inclusiveness and accountability. For example, don't make references to competitors.
- Be informative to our followers: Remind them about upcoming business networking events, share TAPPA related content and images from company website.
- TAPPA may choose to follow users on LinkedIn that are involved with, relevant to, or actively discussing issues relating to TAPPA
- TAPPA may provide links to external content as a component of our communications. The links are provided for your convenience only, and do not imply that we check, endorse, approve or agree with any third party website (or the content on such website) that this account links to.
- TAPPA reserves the right to ban any user from this Facebook page should they violate these Terms of Use as stated, and revised. TAPPA may, in its sole discretion delete irresponsible content or content that is otherwise inconsistent with the purpose of the TAPPA social media channel.

Examples of inappropriate or off-topic messages include, but are not limited to, the following: Defamatory, malicious, obscene, intimidating, discriminatory, harassing or threatening comments or hate propaganda.

Resources: LinkedIn Terms: <https://www.linkedin.com/legal/privacy-policy>

