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TASSCC Organization

PURPOSE
The Texas Association of State Systems for Computing and Communications (TASSCC) is established to encourage communication, collaboration, and the effective use of technology resources in Texas state agencies and public institutions of higher education.

MEMBERSHIP
TASSCC has three membership categories – full members, associate members, and other government employees. Each membership expires on August 31 of each year.

Full membership is available to current employees of Texas state agencies and state-supported institutions of higher education. Full members may serve as officers, attend events, apply for training grants, and cast votes on proposed changes to the TASSCC Bylaws.

Employees of governmental organizations that are not Texas state agencies or public institutions of higher education may participate in TASSCC events and on committees but may not serve as officers, receive training grants, or cast votes in Bylaws or other elections.

Associate membership is available to any corporation, partnership, or sole proprietorship that provides technology goods or services to Texas state agencies and institutes of higher education. Each associate member organization will designate one representative. Associate members may not cast votes or hold office on the TASSCC Board. Associate members may attend events but may not hold office or cast votes on changes to the organization’s bylaws.

The dues schedule is as follows with annual review by the TASSCC Board of Directors:

<table>
<thead>
<tr>
<th>Membership Category</th>
<th>Dues</th>
</tr>
</thead>
<tbody>
<tr>
<td>Full Members</td>
<td>$0 per fiscal year</td>
</tr>
<tr>
<td>Other Government Employees</td>
<td>$0 per fiscal year</td>
</tr>
<tr>
<td>Associate Members</td>
<td>$300 per fiscal year</td>
</tr>
</tbody>
</table>

OTHER INFORMATION
TASSCC is a 501 (c) (3) non-profit organization, its fiscal year is September 1 – August 31.

The bylaws are found online at [www.tasscc.org](http://www.tasscc.org). Amendments to the bylaws require a two-thirds majority of the voting membership. The vote may be conducted in-person or electronically. The membership must be given 14 days’ notice with a copy of the proposed amendment(s).
TASSCC contracts with a Management Company (MC) to oversee the daily operations of the association. These duties include membership management, financial management, event planning and management, and performing general administrative duties such as records retention and ensuring business continuity.

For TASSCC official correspondence, MC maintains the following mailing address: Post Office Box 1622, Austin TX 78767. The contract with MC is reviewed by the Board and renewed annually.

TASSCC Board of Directors

The TASSCC Board of Directors includes the President, President Elect, Secretary, Treasurer, nine Directors, and the immediate Past President. The President, President Elect, Past President, Treasurer, and Secretary make up the Executive Committee.

BOARD SERVICE REQUIREMENTS

To serve as a TASSCC Board member one must:

- Be a Full Member of TASSCC, and
- Must be the Chief Information Officer (CIO), the senior IT leader or information security leader in their organization, or a direct report to the CIO.

BOARD COMPOSITION

All efforts will be made to ensure the TASSCC Board represents the general demographics of the TASSCC membership, including organization type, size, geographic representation, etc.

It is recommended that only one member per organization serve on the board at a time. An organization is considered a single agency or institute of higher education. An educational system is a separate entity from its components. Example: the Texas A&M System is an agency and Texas A&M University is an agency, though they are associated, they are different agencies.

DIR Representation

Historically, TASSCC has chosen to provide the Department of Information Resources with a permanent seat on the board to ensure alignment between the two organizations.

TASSCC’s DIR representative is subject to the same term limits as other board members and is prohibited from serving as a member of the TASSCC Executive Committee.
BOARD MEMBER TERMS

All board position terms are two years in length. The term begins with the start of the fiscal year (September 1) and ends on the last day of the fiscal year (August 31). The terms for each seat are described in the table below.

<table>
<thead>
<tr>
<th>Position</th>
<th>Term Ends</th>
<th>Executive Committee</th>
<th>Current Member</th>
<th>FY Start</th>
</tr>
</thead>
<tbody>
<tr>
<td>President</td>
<td>Odd Year</td>
<td>Yes</td>
<td>Cory Wilburn</td>
<td>2018</td>
</tr>
<tr>
<td>President Elect</td>
<td>Odd Year</td>
<td>Yes</td>
<td>Heather Hall</td>
<td>2019</td>
</tr>
<tr>
<td>Past President</td>
<td>Odd Year</td>
<td>Yes</td>
<td>Anh Selissen</td>
<td>2013</td>
</tr>
<tr>
<td>Treasurer</td>
<td>Odd Year</td>
<td>Yes</td>
<td>LeeBrian Gaskins</td>
<td>2016</td>
</tr>
<tr>
<td>Secretary</td>
<td>Odd Year</td>
<td>Yes</td>
<td>Vanessa Hammler Kenon</td>
<td>2022</td>
</tr>
<tr>
<td>Director 1</td>
<td>Odd Year</td>
<td>No</td>
<td>Chuck Turner</td>
<td>2019</td>
</tr>
<tr>
<td>Director 2</td>
<td>Even Year</td>
<td>No</td>
<td>Ed Evans</td>
<td>2022</td>
</tr>
<tr>
<td>Director 3</td>
<td>Odd Year</td>
<td>No</td>
<td>Wendy Barron</td>
<td>2023</td>
</tr>
<tr>
<td>Director 4</td>
<td>Even Year</td>
<td>No</td>
<td>Jamie McClanahan</td>
<td>2022</td>
</tr>
<tr>
<td>Director 5</td>
<td>Odd Year</td>
<td>No</td>
<td>John Fowler</td>
<td>2023</td>
</tr>
<tr>
<td>Director 6</td>
<td>Even Year</td>
<td>No</td>
<td>David Crain</td>
<td>2022</td>
</tr>
<tr>
<td>Director 7</td>
<td>Odd Year</td>
<td>No</td>
<td>Amanda Grantham</td>
<td>2023</td>
</tr>
<tr>
<td>Director 8</td>
<td>Even Year</td>
<td>No</td>
<td>Ric Blanco</td>
<td>2024</td>
</tr>
<tr>
<td>Director 9 - DIR</td>
<td>Even Year</td>
<td>No</td>
<td>Neil Cooke</td>
<td>2024</td>
</tr>
</tbody>
</table>

Term Limits

All director positions are limited to three concurrent two-year terms. Executive Committee positions, other than the secretary position, are limited to one two-year term. Time served in a director role has no impact on term limits for Executive Committee roles, and vice versa.

BOARD PARTICIPATION

TASSCC is a working board. Board members are expected to attend meetings, volunteer in support of initiatives, and perform the duties required to ensure that the organization is successful in achieving its goals. Board members who do not sufficiently contribute may be removed.
The President Elect, President, and Past President should ensure that board members are engaged and afforded opportunities to contribute. They may find it beneficial to offer coaching or encouragement. In some instances, they may recommend that specific board members participate in a project or take on a leadership role.

**Director Removal**

IT leadership roles are demanding and TASSCC recognizes that a board member’s family and professional duties come first. Board members should be patient and understanding when competing priorities impact a director’s ability to participate. However, if a director is consistently unable to adequately contribute it may be necessary for the board to consider removing the director and filling the position with a person who has the bandwidth to fulfill the requirements of the role.

- Concerns regarding board member participation are directed to the TASSCC President. The President may raise the issue with the Executive Committee to gain feedback.
- The President or his or her designee may contact the board member and inform them that their participation does not meet expectations. The discussion with the board member should reference specific examples and provide clear expectations, including a timeline by which the board member must comply.
- If participation issues persist, the board member may be removed from the board with a majority vote of the full board.

As an example, historically, missing three meetings in a twelve-month period is cause for the Board to consider the removal of a Director.

**PAST PRESIDENTS’ EMERITUS STATUS**

Previous presidents of the organization may attend conferences free of charge and are invited to the annual Holiday Party. Employment in the private sector does not impact a previous president’s emeritus status.

**BOARD MEMBERS OBSERVE “DUTY OF CARE”**

Duty of Care is the duty to consider the impact our actions can have on others. It is directly related to negligence. Duty of Care also addresses Duty of Loyalty and Duty of Obedience.

Negligence is defined as “conduct that falls below the standard established by law for the protection of others against unreasonable risk of harm.”

Duty of Loyalty is defined as undivided allegiance to the association when making decisions about the association. Officers and directors must not put personal interests above the
interests of TASSCC. Officers and directors must disclose even potential conflicts of interest to the board of directors and should recuse themselves from deliberation and voting on matters in which they have personal interests.

Duty of Obedience states officers and directors are required to act in accordance with TASSCC’s articles of incorporation, bylaws, and other governing documents, as well as all applicable laws and regulations.

Officers and directors must perform TASSCC’s duties in the same manner as an ordinarily prudent person would under similar circumstances. They must act in a manner that is in the best interest of the association.

The "business judgment rule" protects officers and directors from personal liability for actions made in poor judgment if there is a reasonable basis to indicate that the action was undertaken with due care and in good faith.

**Business Judgement Guidelines**

Business judgement includes but is not limited to:

- Be informed before making decisions by researching and becoming familiar with the issue.
- Be actively involved in deliberations during board meetings by asking questions where prudent and when such a need is indicated by the circumstances.
- Make decisions based on information. Do not be hasty.
- Meeting minutes must be accurate and reflect the vote counts (including dissenting votes and abstentions) on actions taken at meetings.
- Request that legal consultation be sought on any matter that has unclear legal ramifications.
- Request that the association's accountants assess and evaluate any matter that has significant financial ramifications.
- Review the association’s audited and unaudited financial reports.
- Attend the association's meetings and read the association's publications carefully to keep fully apprised of the organization's policies and activities.
- Review the association's articles of incorporation, bylaws, and other governing documents regularly.
- Sign the conflict-of-interest document associated with the conflict-of-interest policy.

**Legal Protection**
If preventive risk management fails, the liability of association officers and directors can be limited through indemnification by the association, insurance purchased by the association, and state volunteer protection laws.

References:
https://www.councilofnonprofits.org/running-nonprofit/governance-leadership/board-roles-and-responsibilities


Board Committees and Assignments
TASSCC committees exist to perform the business of the organization and to focus on special projects. Some committee roles are based on Executive Committee positions, while others may be filled by any director.

Temporary committees are created in board meetings on an as-needed basis. They are dissolved once they have accomplished their mission. Permanent committees shall be established in writing in the TASSCC Policy Manual.

NOMINATING COMMITTEE
The Nominating Committee is responsible for filling vacant board positions. The Committee is chaired by the Past President, as stated in the TASSCC Bylaws. It includes the current President, the President Elect, and two other board members selected by the Past President. Any Board member interested in an open position is precluded from serving on the Nominating Committee.

FINANCE COMMITTEE
The Finance Committee is chaired by the Treasurer and includes the President and Past President. The Finance Committee is responsible for reviewing investment performance and ensuring that investment management activities are performed on a regular basis.

The President and Treasurer hold the authority to sign checks and initiate investment transactions (purchase, sell, exchange) which conform to the parameters of the Investment Policy.
COMMUNICATION AND MEMBERSHIP COMMITTEE
The Communication and Membership (C&M) Committee is responsible for monitoring TASSCC participation and ensuring effective communication with the membership. The committee must:

- Lead membership-focused communication efforts.
- Analyze member participation and report findings to the board of directors. Potential examples include (but are not limited to):
  - Identify which organizations are attending/not attending events.
  - Analyze attendance trends per year and per event.
  - Identify other relevant data points.
- Make recommendations to the board regarding whether to/when to attempt to increase participation.
- Periodically monitor the TASSCC website to identify errors, potential updates, and other improvements.

The C&M Committee is chaired by the Secretary and includes two additional directors, and the Co-Chair of the TASSCC Advisory Board.

SPONSORSHIP COMMITTEE
The Sponsorship Committee is responsible for managing sponsorships for TASSCC events. Topics include:

- Ensuring sponsorship costs are sufficient to cover TASSCC expenses.
- Ensuring that sponsorships are distributed fairly and that adequate opportunities exist for vendors who wish to participate.
- Monitoring vendor feedback regarding TASSCC sponsorship issues.

The Sponsorship Committee is chaired by the President Elect and includes the Treasurer, one additional director, and the Chair of the TASSCC Advisory Board.

ANNUAL CONFERENCE COMMITTEE
The Annual Conference Committee is responsible for planning and managing the execution of the Annual Conference. It is chaired by the President and includes two other directors that are assigned at the beginning of the fiscal year.
STATE OF THE STATE CONFERENCE COMMITTEE
The State of the State (SOS) Conference Committee is responsible for planning and managing the execution of the SOS Conference. It is chaired by two directors that are assigned at the beginning of the fiscal year.

TECHNOLOGY EDUCATION CONFERENCE COMMITTEE
The Technology Education Conference (TEC) Committee is responsible for planning and managing the execution of the TEC Conference. It is chaired by two directors that are assigned at the beginning of the fiscal year.

COMMUNITY SERVICE COMMITTEE
The Community Service Committee (CSC) is responsible for planning TASSCC community service opportunities. The CSC may choose to offer community service opportunities at TASSCC conferences, or at other times as determined by the CSC.

The CSC may be chaired by any board member, and any board members who wish may choose to serve on the committee. Board members are not required to participate in community service events.

LUNCH AND LEARN COMMITTEE
The Board approved “Lunch and Learn” (LNL) events as a new service for our members. The Lunch and Learn Committee will coordinate the LNL events. LNL events will take place on a quarterly basis, changes to the cadence of the events requires a board vote.

The LNL Committee may be chaired by any board member, and any board members who wish may choose to serve on the committee. Board members are not required to attend LNL events.

Filling Board and Executive Officer Positions
The election of board members and officers to fill regular two-year terms takes place at the annual business meeting each year. The Nominating Committee shall assemble a slate of candidates to fill vacant positions. The slate of candidates is delivered to the Board for general discussion prior to the annual meeting.

The Chairperson of the Nominations Committee presents the slate of candidates to the Board of Directors for formal approval via a vote conducted during the annual business meeting.
BOARD POSITION PLANNING

No later than April of each year the Nominating Committee Chairperson will determine the board positions that will be up for election at the annual business meeting. The Nominating Committee will provide a briefing to the Board that includes each board member’s remaining service eligibility and which positions will be up for election at the annual business meeting.

IDENTIFYING CANDIDATES FOR BOARD AND OFFICER POSITIONS

Inviting Board Members to Return

Sitting board members who have not met the maximum service limits should be considered for continued service. The Nominating Committee must evaluate the board member’s participation, performance, the current make-up of the board, and other factors before determining how to proceed.

• The Committee may recommend that the board member be invited to continue their service or propose that the board member be replaced due to performance, a need to rebalance board representation, or some other reason.
• If the Committee believes it is in the best interest of TASSCC to replace a board member at the conclusion of the current term, they must seek the approval of the executive committee prior to notifying the board member that their term will not be renewed.

Filling Vacant Positions

To fill vacant board seats the Nominating Committee will openly solicit candidates from TASSCC membership. Reminder: To serve as a TASSCC Board member one must be a CIO, direct report to the CIO, or the senior IT leader or information security leader in their organization.

The Nominations Committee evaluates the candidate submissions and prepares a recommendation to the Board. In filling vacant board positions the committee will consider:

• A candidate’s leadership position within their organization.
• The type and size of the candidate’s organization as well as geographic representation to ensure that the board remains representative of the demographics of the TASSCC membership.
• Longevity of the applicant’s TASSCC membership.
• Past involvement in TASSCC activities, such as attendance at events, participation in TASSCC committees.
• Past individual and/or project awards received from TASSCC.
• Other criteria as deemed appropriate.
EXECUTIVE COMMITTEE POSITIONS
Board members interested in pursuing an Executive Committee role are required to read the TASSCC Bylaws and Policy Manual prior to seeking a position.

Path to TASSCC Presidency
Becoming the President of TASSCC is a commitment of six years during which the individual will fill three roles:

1) President-Elect
2) President
3) Past President

It is preferred that candidates seeking the TASSCC presidency serve as Treasurer of the organization prior to pursuing the president-elect/president/past president track as holding the role of Treasurer greatly contributes to one’s understanding of the organization and helps prepare one to serve as the president.

Board members interested in the path to the TASSCC presidency must have completed at least one full two-year term as a director and must submit a Statement of interest. The Nominating Committee will review the candidate submissions and select a candidate to be added to the slate.

If multiple candidates express interest in beginning the path to TASSCC presidency, the Nominations Committee will give strong weight to the thoughts of the sitting president-elect, as the next person chosen to enter the progression assumes the roles of president-elect and works in close partnership with the new president.

Treasurer
Candidates interested in pursuing the TASSCC presidency are encouraged to begin their journey by serving as Treasurer. Candidates solely interested in the treasurer position are encouraged to discuss the matter with the Executive Committee so that the organization may gain an understanding of how such a move might impact the Executive Committee in the coming years.

Board members interested in serving as treasurer must have completed at least one full two-year term as a director and must submit a Statement of interest.
**Secretary**

Board members interested in serving as secretary must submit a Statement of interest. The Nominating Committee will then review the candidate submissions and select a secretary to be added to the slate of candidates.

**Other Considerations**

Due to extenuating circumstances, it may not be possible to follow the prescribed progression for the office of president. If necessary, the Nominating Committee may make a recommendation to the Board regarding how to handle vacant (or soon to be vacant) treasurer, president-elect, and president positions.

The past president is the only board position that may be held by an individual who is currently retired from the public sector. This is allowed if the individual is not employed by a company that sells technology products or services to the public sector in the state of Texas.

**VACANCIES AND SUCCESSION PLANNING**

**Vacancies During a Term of Service**

Upon learning that a Board of Directors seat is or will become vacant during a term of service, the Nominating Committee will identify a candidate to fill the vacant position, following the same procedure described in the section titled “Soliciting Candidates for the Board of Directors.” The Board may vote to fill the vacant seat at a regular board meeting during which a quorum is present.

**Presidential Succession**

If the role of president becomes vacant during the first year of the president’s term the past president shall server as president until the end of the first year of the term. The president-elect assumes the role of president during the second year of the vacated term.

**Succession in Other Executive Positions**

If the secretary, treasurer, or president-elect positions become vacant, the Nominating Committee shall contact the full board of directors to determine if existing board members have interest in serving. The treasurer should be given strong consideration for the role of president-elect.

The Nominating Committee shall make a recommendation to the full board for consideration.
Training Grants

Education is a key part of TASSCC’s mission. Training Grants are available to help cover the cost for higher education and state agency personnel to attend technical and/or leadership training. Any Full Member of TASSCC is eligible to apply for a TASSCC Training Grant.

Training Grant Budget

Training grants are funded from a standard annual disbursement from the TASSCC Training Grant Investment Fund and from TASSCC’s annual operating budget. At the beginning of each fiscal year the Treasurer will determine the amount available in the Training Grant Budget for that year. A board member or a committee is responsible for overseeing the disbursement of the training grants. At the end of the fiscal year any unused monies in the annual Training Grant budget will be returned to the Training Grant Investment Fund.

Awarding Training Grants

Training grants are considered on a first come, first served basis and are subject to the availability of funds. The maximum award is $1500 per grant. An individual may not receive more than one grant per year.

Each organization is limited to a maximum of $1500-4500 per year in Training Grants. The amount available is determined by the number of students per university or number of employees per agency.

<table>
<thead>
<tr>
<th>Size</th>
<th># of Higher Education Students</th>
<th># of Agency Employees</th>
<th>Training Grant Limit Per Year</th>
</tr>
</thead>
<tbody>
<tr>
<td>Small</td>
<td>&lt; 4999 Students</td>
<td>&lt; 99 Employees</td>
<td>$1500</td>
</tr>
<tr>
<td>Medium</td>
<td>5000 – 14999 Students</td>
<td>100-799 Employees</td>
<td>$3000</td>
</tr>
<tr>
<td>Large</td>
<td>&gt; 15000 Students</td>
<td>&gt; 800 Employees</td>
<td>$4500</td>
</tr>
</tbody>
</table>

Source Links for Size Classification:

- College Sizes: Small, Medium, or Large? | CollegeData
- State Agency Size Classifications

TASSCC Events

Information in this section is recorded for the purpose of knowledge transfer and will be updated periodically.
TASSCC conducts three conferences per year, a holiday party, and an optional strategic planning retreat. Events are listed below in chronological order.

**HOLIDAY PARTY**
The TASSCC annual holiday party takes place the night before the State of the State Conference to facilitate travel for those coming from outside the Austin area.

- The party includes board members, TAB members, and previous Presidents of TASSCC. All attendees are allowed to bring a spouse or significant other.
- All board members are allowed to stay at the conference hotel following the party.

**STATE OF THE STATE CONFERENCE**
The State of the State Conference (SOS) is held in Austin and takes place in late November or early December. The purpose of SOS is to highlight issues that are pertinent to our members, with a focus on regulatory changes or other issues that took precedence during the most recent legislative session. It is also common to have speakers that touch on demographic changes within the state and relevant technology trends.

**STRATEGIC PLANNING RETREAT**
The Strategic Planning Retreat (SPR) is an optional event, the Board determines whether it is necessary each year. The SPR usually takes place in Austin, in late March or early April, prior to the Technology Education Conference.

- The Board determines the duration of the SPR, historically ranging from a single day to two days.
- The agenda is determined by the Board, with heavy influence from the Executive Committee and the content focuses on important board initiatives, process improvement, upcoming events, or knowledge transfer.

**TECHNOLOGY EDUCATION CONFERENCE**
The Technology Education Conference (TEC) is held in Austin and takes place in March or April. TEC serves to educate our members on specific technology topics that are common across higher education and state agencies.

**ANNUAL CONFERENCE**
The Annual Conference (AC) takes place in early August in a major metropolitan region of the state, outside of the Austin area.

- Saturday: Board members arrive to prepare for the event.
  - The Board meets with the event team for a walkthrough.
- If necessary, the Board may conduct a meeting to discuss business of the organization.

- Sunday: Registration begins in the early afternoon and the event officially kicks off with a welcome reception in the early evening.

- Monday: Conference content begins on Monday.
  - The planning committee tries to open the conference with a high-energy motivational speaker to launch the event with a flourish.

- Tuesday: Several important events take place on Tuesday.
  - The annual business meeting takes place Tuesday morning and is led by the President. This meeting is required by law based on TASSCC’s 501C3 non-profit status.
  - Immediately prior to the annual business meeting the President-Elect delivers “The State of TASSCC” presentation. Typically, this presentation highlights the organization’s recent accomplishments, previews plans for the upcoming fiscal year, or addresses other issues that the board wishes to highlight.
  - The awards ceremony takes place during lunch.
  - The “President’s Reception” takes place in the late afternoon. All board members must attend.

Travel and Expenses

It is the policy of the TASSCC to pay for, or reimburse, all reasonable and necessary expenses incurred by a board member when travelling on TASSCC related business. To be eligible for reimbursement for travel outside of scheduled Board meetings, in accordance with this policy, all board members must receive either written or verbal approval by an Executive Board Member of TASSCC prior to the travel activity.

Transportation
TASSCC expects all travel arrangements (air and ground) to use the most reasonably efficient and economical mode of travel available at the time of booking. In instances of private vehicle use, reimbursement will be made for mileage at the current GSA POV maximum rate. Receipts are required for toll and parking fees, taxi cabs, buses, and other modes of public transportation. TASSCC will reimburse the cost of mileage, at the approved rate, or a 14-day advance purchase airline ticket or rental car, whichever is less.

Lodging
Expenses for lodging will be reimbursed at the single room rate, unless pre-approved for double occupancy. An itemized hotel receipt must be provided, including an itemization for any room service charges to be paid/reimbursed by TASSCC.

Meal and Miscellaneous Allowance
The meal allowance for travel should not exceed current federal General Services Administration (GSA) per diem rates for travel location including tips. Tips will be paid at the accepted practice rate not to exceed 20%. Itemized receipts listing all items purchased must be provided. Excess amounts will not be reimbursed without the approval of a TASSCC executive board member. An allowance of up to $10 per day, without requirement for receipts, or itemized account, will be allowed to cover vending machine purchases, tips, parking meters and other miscellaneous out-of-pocket costs.

Non-Allowable Expenses
Expenses or charges for the following will normally not be reimbursed and must be paid for by the board member:

- In-hotel pay television and movies
- Dry cleaning and laundry
- Health club and spas
- Expenses of a spouse or family member
- Alcoholic beverages
- Other expenses determined to be inappropriate by the Board

Request for Reimbursement and Return of Unexpended Funds
A complete accounting of all expenditures to be reimbursed by TASSCC should be included on the TASSCC Travel Summary form and forwarded to the Secretary/Treasurer for reimbursement. Receipts for all expenses, including hotel bills and registration fees, must be attached to the summary form. Vendor invoices paid by members on behalf of TASSCC must be submitted with proof of payment.

Expenses Not Covered in Policy
TASSCC executive board approval must be obtained prior to any expenditure of funds for items or changes that are not specifically addressed in this travel reimbursement policy.

Cash Management, Budgeting, and Records Retention
The cash flow of the Texas Association of State Systems for Computing and Communications (TASSCC) is, by nature, cyclical. There is a larger amount of cash on hand just before events,
especially in the summer months of June, July and August leading up to the annual conference. This policy identifies the appropriate methods to ensure TASSCC can meet its cash requirements through prudent investment strategies and cash flow control.

**CASH MANAGEMENT PROCEDURES**

**Miscellaneous Procedures**

Financial reports are presented to the Treasurer (or President in the absence of the Treasurer) for review/approval monthly.

The bank account shall have the following authorized signers: the President, the Treasurer, and the Executive Director from the Management Company. All checks will require only one signature.

**Receivables**

The Management Company generates all invoices for membership dues, conference registration fees, sponsorships, and any other receivables due.

All checks received shall be made out to TASSCC and are sent to the official TASSCC mailing address. The Management Company retains a copy of each check received and its invoice. Bank deposits are posted to the accounting software used to run TASSCC operations in the month they are deposited. All checks are deposited to TASSCC’s checking account.

Credit card payments are received either via an online payment through TASSCC’s web site, phoned in, mailed in, or faxed. Credit card transactions are automatically deposited to TASSCC’s checking account.

ACH deposits are posted directly into TASSCC’s savings account. ACH deposits are made into savings to distinguish them from other deposits.

**Payables**

The Management Company receives invoices / statements, verifies the accuracy of charges, and generates a payment request form for approval. Upon approval the payment request is entered into the accounts payable system, currently Bill.com, and coded to the proper account. Once all approvals are received, Bill.com will execute the payment request.

When immediate payments are necessary a manual check showing the payee’s name and address, the amount paid, the account to which the expense is posted, and an explanation of the expense is sent. The check is attached to the original invoice. The bottom (voucher)
portion of the check is attached to the original invoice, the check request (if required), and any back-up documentation, and filed in an accounts payable folder by month.

The Management Company enters invoice amounts into the accounting system per project budget general ledger accounts as of the invoice date. Checks are issued within the month they are received. If not, either the Management Company will pay the expense, or an individual payment will be processed.

Requests by the Management Company for reimbursement of expenses, such as travel expenses, supplies or postage purchased, etc., are made via an expense report with documentation requested for any expense. The President or Treasurer approves the expense report. Each item is coded to coincide with budgeted accounts.

No corporate credit, debit card, or ATM access to TASSCC’s funds is authorized.

**Bank Statements**
Monthly bank statements for all TASSCC bank accounts are mailed to TASSCC’s official mailing address.

Bank account reconciliations are prepared monthly by the Management Company, noting outstanding checks, deposits in transit, interest earned, and bank credit card or other fees charged. Bank reconciliations are distributed to the Treasurer monthly.

**Returned Checks**
If a check deposited to TASSCC’s account is returned for insufficient funds or otherwise denied for payment, the bank will mail it to the TASSCC’s official mailing address. The Management Company will contact the payer to resolve the situation with an alternate payment method and inform the payer that the amount due now includes the invoice amount plus bank fees incurred by TASSCC.

**BUDGET**
The Management Company reviews historical financial records and expected activities for the upcoming year and proposes a budget to the Board for comment/approval. After approval by the Board, the Management Company posts the details by account code for input to the accounting software. Monthly comparisons of financial activity to budget are made by the Management Company and current monthly financial reports are provided to the Board at each Board meeting. The Management Company manages the activities of the association following the guidelines set by the budget.
IRS Reporting
The Management Company generates 1099 forms for payments over $600 for speaker honorariums paid and for contract labor payments.

The Management Company will have the responsibility of overseeing the completion and filing of applicable tax returns and other information as required by the Internal Revenue Service. Any information submitted to the IRS will be reviewed by the TASSCC Board President prior to submission. Status of IRS correspondence will be presented at each regular Board meeting, as necessary. The 990 is signed by the TASSCC President. The 990 forms from previous years are filed by the Management Company.

Record Keeping
All TASSCC records will be maintained by the Management Company. Any request for inspection will be managed by the Management Company and under no circumstances will original documents be destroyed or removed.

Financial Audits
All TASSCC records will be audited by a Certified Public Accountant (CPA), every even numbered year. The CPA will request information needed to conduct the audit from the Management Company and the TASSCC Board of Directors. The Audit Report will be presented to the TASSCC Board at a regular meeting following the completion of the audit or review.

FINANCIAL RECORDS RETENTION
Documents to retain permanently:
- Accountant audit reports
- Cancelled Checks
- Charts of accounts
- General ledgers
- Contracts & Leases (valid and in effect)
- Minute Books, Bylaws, Articles of Incorporation, Policy Books
- Insurance Records
- Tax Returns w/all related documents

Documents to retain five years:
- Accident reports and claims (settled cases)
- Accounts payable and accounts receivable ledgers and schedules
• Contracts/leases (expired)
• Invoices
• Expense Analyses (e.g., budget vs. actual reports)
• Internal audit reports

Documents to retain three years:
• Expired insurance policies
• Bank reconciliation documents
• Bank deposit tickets
• Requisitions

Financial Reserve and Investment Policy

BACKGROUND
Beginning in 2024 TASSCC initiated a relationship with a financial advisory firm to direct the management of its financial assets. TASSCC’s high-level financial goals include:

• Maintain a reserve that can be tapped in the event of an emergency to ensure the continued operations of the organization.
• Ensure that the amount held in reserve adjusts over time to account for both inflation as well as the general growth of the TASSCC’s annual operating budget.
• Generate investment income that can help fund a portion of cost of the organization’s training grant program.

PURPOSE
The purpose of this policy is to:

• Establish reasonable expectations, objectives, and guidelines for the reserves and investment of TASSCC’s unrestricted assets.
• Set forth an investment structure detailing normal allocations and permissible ranges of exposure for each class of reserves.
• Encourage effective communication between the TASSCC Board and TASSCC Organizational Leadership.
• Create the framework for a well-diversified asset mix that can be expected to generate acceptable long-term growth at a suitable level of risk.
• The goal of the growth of these longer-term unrestricted assets is intended to act as a “rainy day fund” to ensure the long-term sustainability of the organization.
TYPES OF RESERVES

**Operating Fund:** Funds expected to be spent in the normal course of business during the current budget cycle.

Size of fund to be reviewed and approved annually, or as needed by the Board and/or Finance Committee based on recommendations by the Treasurer. The goal should be to limit these assets at the bank to no more than 25% of the annual operating budget, and not be more than the FDIC insurance coverage limit. The remainder of funds needed during the budget cycle should be held in an FDIC insured bank or brokerage cash management program bearing competitive interest.

**Short-Term Reserves:** Funds held to meet expenses from unanticipated activities required of TASSCC to fulfill its purpose or unanticipated declines in short-term revenue.

The Board and/or Finance Committee, as recommended by the Treasurer, will review and approve annually, or as needed, the amount to be used for these purposes. The goal should be to maintain an amount equal to between 8% to 25% of the annual operating budget in Short-Term Reserves.

**Long-Term Reserves:** Any assets in excess of Operating Funds and Short-Term Reserves that are maintained by the Board for strategic purposes, severe financial emergencies, or as a quasi-endowment.

The goal should be to maintain an amount of at least 50% of the annual operating budget in Long Term Reserves. In addition, TASSCC recognizes the long-term goal of providing ongoing support to the organization’s mission, thus if this reserve grows to at least 100% of the annual operating budget, income and growth from these funds can be used to help offset a portion of these costs.

INVESTMENT OBJECTIVES

**Operating Fund:** Primary objective is to maintain an orderly cash flow during the current budget cycle. TASSCC seeks a conservative portfolio with little or no volatility of market value. Selection of a conservation of capital investment objective implies no willingness for fluctuation of principal value.

**Short-Term Reserves:** Primary objective is to maintain a reserve for the unforeseen points of the budget year or up to four future budget years, that may require extra temporary liquidity in the Operating Fund. TASSCC seeks a conservative portfolio with little volatility of market
value. Selection of conservation of capital investment objective implies little willingness for fluctuation of principal value.

Long-Term Reserves: Primary objective is to maximize return without assuming unreasonable risk. These funds are assumed to be available in a time horizon of at least 5 to 10 years and can accept a moderate degree of volatility of principal. Accordingly, investment returns are expected to be higher than in Short-Term Reserves. The TASSCC Board recognizes that there can be periods of time in which this fund may experience a negative return, in pursuit of the higher annual long-term return target of inflation + 4% (CPI +4%).

PERMISSIBLE SECURITIES

Operating Fund:
- Cash Equivalents
  - Checking account
  - Savings account
  - Money market account
  - Cash management account
  - Short term timed deposits (60 day or shorter) at local bank approved by the TASSCC Treasurer

Short-Term Reserves:
- Cash Equivalents
  - Timed deposits at federally insured depositories with a maturity of 90 days or less
  - Government bonds or corporate securities with a maturity of 90 days or less
  - Money market account
  - FDIC insured cash management program.
- Fixed Income
  - Timed deposits at federally insured depositories with a minimum maturity of 91 days and a maximum maturity of 3 years
  - Short term government bonds with a minimum maturity of 91 days and a maximum maturity of 3 years
  - Short term, investment grade, corporate bonds with a minimum maturity of 91 days and a maximum maturity of 3 years

Long-Term Reserves:
- Cash Equivalents
- Fixed Income
- Domestic or international government bonds, exchange traded funds (ETFs) or mutual funds
- Domestic or international CDs, corporate bonds, exchange traded funds (ETFs) or mutual funds
- Domestic or international mortgage-backed securities, exchange traded funds (ETFs), or mutual funds
- Domestic or international municipal taxable bonds, exchange traded funds (ETFs), or mutual funds

- Equities
  - Domestic stocks, exchange traded funds (ETFs) or mutual funds
  - International stocks, exchange traded funds (ETFs) or mutual funds

### ASSET ALLOCATION & INDICES:

<table>
<thead>
<tr>
<th>Assets</th>
<th>Range</th>
<th>Target</th>
<th>Index</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Operating Fund:</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash Equivalents</td>
<td>100%</td>
<td>100%</td>
<td></td>
</tr>
<tr>
<td><strong>Short-Term Reserves:</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash Equivalents</td>
<td>0-100%</td>
<td>20%</td>
<td>Bloomberg Barclays US Intrm Government / Credit</td>
</tr>
<tr>
<td>Fixed Income</td>
<td>0-100%</td>
<td>80%</td>
<td></td>
</tr>
<tr>
<td><strong>Long-Term Reserves:</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash Equivalents</td>
<td>0-15%</td>
<td>0%</td>
<td>Bloomberg Barclays US Intrm Government / Credit</td>
</tr>
<tr>
<td>Fixed Income</td>
<td>22-58%</td>
<td>40%</td>
<td>Bloomberg Barclays US Intrm Government / Credit</td>
</tr>
<tr>
<td>• U.S. Bonds</td>
<td>17-58%</td>
<td>40%</td>
<td>Bloomberg Barclays Global Aggregate X – US</td>
</tr>
<tr>
<td>• International Bonds</td>
<td>0-15%</td>
<td>0%</td>
<td>Bloomberg Barclays Global Aggregate X – US</td>
</tr>
<tr>
<td>• Other</td>
<td>0-15%</td>
<td>0%</td>
<td>Bloomberg Barclays US Intrm Government / Credit</td>
</tr>
<tr>
<td><strong>Equities</strong></td>
<td>42-78%</td>
<td>60%</td>
<td></td>
</tr>
<tr>
<td>• U.S. Stocks</td>
<td>18-54%</td>
<td>36%</td>
<td>S&amp;P 500 Index</td>
</tr>
<tr>
<td>• International Stocks</td>
<td>9-27%</td>
<td>18%</td>
<td>MSCI EAFE</td>
</tr>
<tr>
<td>• Real Estate (REITs)</td>
<td>3-9%</td>
<td>6%</td>
<td>MSCI US REIT</td>
</tr>
<tr>
<td>• Other</td>
<td>0-15%</td>
<td>0%</td>
<td>S&amp;P 500 Index</td>
</tr>
</tbody>
</table>
INVESTMENT GUIDELINES:

Fixed Income:
- The maximum remaining time to maturity (or estimated average life on mortgage-backed issues) on each bond is limited to 15 years.
- The minimum rating of bonds at the time of purchase by S&P or Moody’s shall be investment grade or better. A negative change in these ratings is cause for discussion of replacement of the affected positions.
- TASSCC prefers traditional investment grade bond investments but will permit up to 15% of the fixed income allocation in high yielding and emerging markets debt. Any other instruments or higher risk bond investments are not permitted without a change in these guidelines upon recommendation and discussion with the Investment Manager(s).

Equity
- Stock investments in any one corporation shall be limited at purchase to 5% of total equity assets of TASSCC’s Long-Term Reserves. In the case of mutual funds, exposure over all funds should attempt to be limited to this percentage if possible.
- Stock investment shall not exceed 1% of the total equity outstanding of that company.
- Overall stock investment emphasis should be placed on stocks the Investment Manager(s) believe are quality issues, and the Investment Manager(s) should aim to manage risk by seeking to reduce volatility through diversification.
- No direct short sales, trading on margin, options (including puts and calls), or direct purchase of derivatives.
- No direct international stocks domiciled in a foreign currency. Only international stocks in U.S. currency traded in the U.S. markets (as ADR’s) unless bought by an exchange traded fund (ETF) or mutual fund manager.

Other:
- No direct investment in gold or commodities.
- No direct investment in cryptocurrencies, digital assets, or other unregulated securities or currencies.
- No investments in private equity, hedge funds, or other illiquid securities.

Note: These guidelines are subject to periodic review and adjustments by an Investment Manager(s) with approval by the TASSCC Board of Directors.
INVESTMENT POWERS

The following individuals are authorized to, on behalf of the TASSCC, to direct or direct an Investment Manager(s) to purchase, invest in, acquire, sell, assign, transfer or otherwise dispose of any and all types and kinds of securities including but not limited to stocks, bonds, debentures, notes, certificates of every kind and nature whatsoever; and to enter into agreements, contracts, and arrangements with respect to such security transactions, and to execute, sign or endorse on behalf of TASSCC such agreements; provided, however, that any such transaction must be consistent with this Reserve & Investment Policy:

- TASSCC Board President
- TASSCC Board Treasurer

COMMUNICATION & REPORTING

The following policies apply to the activities of the Treasurer and/or an outside Investment Manager(s):

- The TASSCC Treasurer has responsibility for overseeing investment management as directed by the TASSCC Finance Committee and/or Board.
- An Investment Manager(s) is expected to provide quarterly reports detailing all asset information, strategies being followed, and performance results.
- The Investment Manager(s) results should include a breakdown of their due diligence monitoring process for each underlying investment, with a majority of the specific criteria below required to be met, but not explicitly limited to only the below criteria.

<table>
<thead>
<tr>
<th>Criteria</th>
<th>Measurement</th>
<th>New Fund Preferred Target</th>
<th>Monitoring Minimum Threshold</th>
</tr>
</thead>
<tbody>
<tr>
<td>Size of Fund</td>
<td>Assets under Management</td>
<td>$250 Million</td>
<td>$75 Million</td>
</tr>
<tr>
<td>Age of Fund</td>
<td>Fund Inception</td>
<td>5 Years</td>
<td>3 Years</td>
</tr>
<tr>
<td>Past Performance</td>
<td>One-Year Return</td>
<td>50&lt;sup&gt;th&lt;/sup&gt; Percentile</td>
<td>75&lt;sup&gt;th&lt;/sup&gt; Percentile</td>
</tr>
<tr>
<td></td>
<td>Three-Year Return</td>
<td>25&lt;sup&gt;th&lt;/sup&gt; Percentile</td>
<td>50&lt;sup&gt;th&lt;/sup&gt; Percentile</td>
</tr>
<tr>
<td></td>
<td>Five-Year Return</td>
<td>25&lt;sup&gt;th&lt;/sup&gt; Percentile</td>
<td>50&lt;sup&gt;th&lt;/sup&gt; Percentile</td>
</tr>
<tr>
<td>Volatility</td>
<td>Three-Year Standard Deviation</td>
<td>50&lt;sup&gt;th&lt;/sup&gt; Percentile</td>
<td>75&lt;sup&gt;th&lt;/sup&gt; Percentile</td>
</tr>
<tr>
<td>Risk-Adjusted Returns</td>
<td>Three-Year Sharpe Ratio</td>
<td>25&lt;sup&gt;th&lt;/sup&gt; Percentile</td>
<td>50&lt;sup&gt;th&lt;/sup&gt; Percentile</td>
</tr>
<tr>
<td>Cost</td>
<td>Expense Ratio</td>
<td>25&lt;sup&gt;th&lt;/sup&gt; Percentile</td>
<td>75&lt;sup&gt;th&lt;/sup&gt; Percentile</td>
</tr>
<tr>
<td>Consistent Management</td>
<td>Manager Tenure</td>
<td>5 Years</td>
<td>2 Years</td>
</tr>
</tbody>
</table>
• Investment results will be evaluated and compared primarily against the targeted investment return (CPI + X%), and secondarily against the benchmark indices listed above. Any benchmarks are intended as targets only and not as an assurance or guarantee of performance of any investment or of the overall portfolio. However, it is reasonable to expect that the rolling 5-year investment returns of Long-Term Reserves will at least meet if not exceed the appropriate indices gross of investment manager fees.

• In addition to the required written and statistical information, an Investment Manager(s) will be available to meet with the Treasurer and/or TASSCC Finance Committee/Board at least annually.

Other Policies

SOCIAL MEDIA POLICY

TASSCC utilizes social media to promote events, facilitate member interaction, and share information with its membership. TASSCC will use this policy to guide participation in social networks.

• TASSCC policies, bylaws, and mission will form the basis for the organization’s use of social media.
• TASSCC will not use social media to lobby, or comment on political or social issues.
• Protect individual privacy and the privacy of other TASSCC members. Follow all privacy protection laws and the TASSCC Privacy Policy.
• Follow all copyright laws, open records laws, retention laws, fair use and financial disclosure laws and any other laws that might apply.
• Not use ethnic slurs, profanity, personal insults, or engage in any conduct that would not be acceptable in your workplace. Avoid comments or topics that may be considered objectionable or inflammatory.
• Frame any comments or responses in a respectful and positive manner. Do not argue with commenters. Be clear, but not defensive.
• Respect and maintain any confidentiality entrusted to you. Do not divulge or discuss proprietary information, personal details about other people or other confidential material.
• Open, respectful, and honest discussion is encouraged.
• Distinguish when you are voicing opinion and when you are speaking for TASSCC. Generally, members of the Board will speak for TASSCC as an organization.
LOGO USE POLICY

Website Statement:
The name "TASSCC" and its logos are trademarks of the Texas Association for State Systems for Computing and Communication and may not be used without the prior, written authorization of the Board of Directors, acting through its President.

Logo Use Guideline:
The common-law trademarks of TASSCC may only be used by TASSCC and those persons authorized, in advance, in writing, by the Board of Directors.

The use of TASSCC marks or logos on clothing or other articles which may be sold or distributed, or in conjunction with another mark or logo of for-profit businesses must be approved in advance, in writing, by the Board of Directors, acting through the President, and may involve fees.

Those authorized to use the Logo must use the camera-ready artwork available from the TASSCC Executive Director. Use of the logo by cutting and pasting from the internet are forbidden.

RECOGNITION AND BEREAVEMENT POLICY

Recognition
When a past TASSCC Board Member or someone with whom TASSCC has worked closely retires from state service the Board may choose to grant that person complementary registration for an upcoming TASSCC Conference or another event. This recognition is at the discretion of the Board based on that person’s contribution to TASSCC.

Bereavement
To recognize the passing of those who have supported TASSCC, and their families, the following policy has been adopted:

- Immediate families of former board members will be sent a sympathy card.
- Currently serving board members and their immediate family – up to $100 donation to charity.
- Former Board members – case by case.

Exceptions made be made to this policy at the discretion of the Board of Directors.
COMMUNITY SERVICE POLICY
The TASSCC Board may vote to participate in community service events by either making a cash donation or donating goods from the TASSCC operating funds. Participation is at the discretion of the Board.

HOTEL ROOM SUBSIDIZY POLICY
Lodging for full members to the Annual Conference may be subsidized if those attendees live in the immediate vicinity of the Annual Conference and would not be able to have their lodging paid for by their agency or higher education institution. This benefit is based on the availability of funds and must be approved for by the TASSCC Executive Committee.

SPONSORSHIP AND MEMBERSHIP POLICY
It is the policy of TASSCC that any sponsor who does not pay sponsorship dues for conferences or other educational events as outlined in the applicable sponsorship agreement will have their Associate Membership in TASSCC deactivated until such time as the outstanding balance is paid.

WHISTLEBLOWER POLICY
TASSCC acknowledges that whistleblowing may be useful in guarding the organization’s ethical standards. TASSCC encourages anyone to report information relating to illegal practices or violations of policies to the TASSCC Board. It is the responsibility of all board members to report concerns about violations of TASSCC’s code of ethics or suspected violations of law or regulations that govern TASSCC’s operations.

The Board recognizes the right of anyone to report any illegal practices to the proper authorities.

Investigation
TASSCC encourages anyone reporting an alleged violation to identify himself or herself when making a report to facilitate the investigation. However, reports may be submitted anonymously. Reports of suspected violations will be kept confidential with the understanding that confidentiality may not be maintained where identification is required by law.

The Board will appoint someone to investigate the complaint and prepare a written report for the board. A determination will also be made regarding legal counsel. The appointed investigator will protect the confidentiality of all persons entitled to protection.
The complainant (if identified) will receive an update regarding the proposed violation.

**No Retaliation**
It is contrary to the values of TASSCC for anyone to retaliate against any board member or member who in good faith reports an ethics violation or a suspected violation of law.

**This section is intentionally left blank.**
Conflict of Interest Policy

Purpose
The purpose of the conflict-of-interest policy is to protect TASSCC’s tax-exempt interest when it is negotiating financial decisions that might benefit the private interest of a board member. The policy is intended to supplement but not replace any state and federal laws governing conflict of interest applicable to nonprofit and charitable organizations.

No member of the Board of Directors shall receive any personal profit or gain, directly or indirectly, through his or her participation in TASSCC.

No member of the Board shall obtain any list of clients for personal or private solicitation purposes at any time during the term of their affiliation.

Procedures
Each board member shall disclose to TASSCC any personal interest which he/she may have in any matter pending before the organization and shall refrain from participation in any decision on such matter.

After disclosure of the financial interest and all material facts, and after any discussion with the interested board member, he/she shall leave the governing board meeting while the determination of a conflict of interest is discussed and voted upon. The remaining board members shall decide if a conflict of interest exists.

If it is concluded that a conflict of interest exists, the board member with a conflict of interest may make a presentation at the board meeting. After the presentation, he/she shall leave the meeting during the discussion of, and the vote on, the particular transaction or arrangement.

Violations of the Conflicts of Interest Policy
If there is cause to believe a violation of this policy has been committed, the member shall be given an opportunity to explain the alleged failure to disclose. If a determination is made that the member did fail to disclose an actual conflict of interest, appropriate corrective actions will be taken, including but not limited to removal from the board.
CONFLICT OF INTEREST STATEMENT

Currently, I am a board member, committee member, or an employee of the following organizations:

___________________________________________________________________________

___________________________________________________________________________

I certify that I, except as described below, am not now nor at any time during the past year have been:

1. A participant, directly or indirectly, in any arrangement, agreement, investment, or other activity with any vendor, supplier, or other party doing business with TASSCC which has resulted or could result in personal benefit to me.

2. A recipient, directly or indirectly, of any salary payments or loans or gifts of any kind or any free service or discounts or other fees from or on behalf of any person or organization engaged in any transaction with TASSCC.

Any exceptions to 1 or 2 above are stated below with a full description of the transactions and of the interest, whether direct or indirect, which I have (or have had during the past year) in the persons or organizations having transactions with TASSCC.

___________________________________________________________________________

___________________________________________________________________________

___________________________________________________________________________

Date:  __________________________________

Signature:  __________________________________