

OPERATING AND PROCEDURES MANUAL

Updated by Members January 2017
Appendix IV updated December 2016



Operating and Procedures Manual

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Introduction

This is a working document that provides a clear overview of the structural operations and procedures for the Consortium of Higher Education LGBT Resource Professionals. The operations and procedures include descriptions and organization of the Executive Board, membership, finances, meetings, voting procedures, and history. Amendments to these procedures are made by the Executive Board.

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Purpose

The Consortium is organized exclusively for educational purposes. The purpose of this corporation is to

1. provide support for higher education professionals who serve communities across the spectrum of sexual orientation, gender identity and gender expression on college and university campuses;
2. consult with higher education administrators and other stakeholders in the interest of improving campus climate and services for communities across the spectrum of sexual orientation, gender identity and gender expression;
3. consult on policy changes and program development that address the needs of diverse intersecting campus communities in higher education.

Executive Board

The Executive Board governs the Consortium and conducts all business on its behalf. The Board coordinates the activities of the Consortium and exercises budgetary responsibility.

Composition

See Appendix I for complete job descriptions.

The Board shall consist of the following positions:

- The Co-Chairs
- The Recorder
- Treasurer
- The Past Co-Chairs or Co-Chairs Elect
- Membership Services Chairs:
 - Publications and Communications
 - Support Services
 - Education
 - Outreach and Advocacy
 - Membership, Structure, and Process
- Constituency Group Chairs:
 - People of Color
 - LGBT2s (Practitioner members serving in a position that are non-Director positions on their campuses)
 - Transgender and Genderqueer (TGQ)
 - Regions Chair
- Racial Justice Chair

The Board establishes and dissolves additional working/constituency-based groups and positions based on

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organizational need.

The Executive Board adds new Board positions by amendment to the Operating and Procedure Manual.

Qualifications

Individuals elected must contribute to advancing the mission of the Consortium. Individuals must be Practitioner Members (as described in the Membership Section) in good standing. In conducting elections, members shall be reminded that the Consortium is committed to inclusion of all in leadership roles (including, but not limited to, race, color, nationality, sex, sexual orientation, gender identity, gender expression, appearance, age, religion, class, ethnic origin, ability, geographic/regional location, institutional type, professional title or position, political affiliation, and health status).

An individual who seeks to chair a Constituency-Based Group shall self-identify as a member of the given constituency.

Members interested in the Co-Chair positions and the Publication and Communications Chair are strongly encouraged to have gained past experience with Consortium leadership through involvement with the executive board or any of the working groups. Regions Group Chair and Constituency-Group Chairs are strongly encouraged to have been active in their respective groups.

Meetings of the Board

The Board shall meet at least monthly. Board meetings are facilitated by the Co-Chairs or their designates. Meetings of the Board may open to all members and others interested in Campus Resource Centers/Offices. The Board may call additional meetings as needed.

Meeting minutes are available from the Recorder to the Board membership within 10 days following the Annual meeting. Board members are not currently required to attend the Annual Meeting, but are strongly encouraged to do so.

Actions of the Board

Day to day decisions of the Board are made through modified consensus to ensure all voices are heard. If consensus cannot be achieved, the Board can decide to vote on the matter with a simple majority affirming such a vote.

Actions regarding the removal of an Executive Board member, Professional member, and Affiliate member follow the procedures described later in this manual.

Pods

The Board is divided into three Pods (Administrative, Member Services and Constituency). Each Pod

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meets regularly to discuss relevant items to their specific areas and determine areas of shared work and/or action items. Meeting minutes are sent to Pod members and the Co-chairs no more than 2 days following the meeting.

It is the responsibility of each Board Member to integrate the principles of racial justice, social justice and inclusion into their work as a representative of the Consortium and a member of the Executive Board. To this end, the Racial Justice Chair shall participate in each functional pod to promote components of racial and economic justice.

The membership of the following Pods may vary depending on current need and circumstance.

Administrative Pod membership:

Co-Chairs, Past Chairs or Co-Chairs Elect, Treasurer, and Recorder, Racial Justice Chair

Member Services Pod membership:

Publications and Communications Chair, Support Services Chair, Membership, Structure and Process Chair, Education Chair, Outreach and Advocacy Chair, Racial Justice Chair

Constituency Pod membership:

Transgender and Genderqueer, LGBT2, People of Color, Racial Justice Chair, Regions Chair

Committees

At times, Consortium board members will form committees to help carry out their duties. Such committees are open to all members of the Consortium, and the opportunity to participate will be widely publicized to the membership.

Executive Board Retreat

There will be at least one Board retreat per year. The general purpose of this retreat is to address such issues as strategic planning, budget, and organizational structure. The time, location, and duration will be decided by the Board.

Delegation of Authority

No individual Executive Board member takes any action on behalf of the Consortium unless specifically delegated to do so by their position description or by the Board acting on behalf of the full membership.

Vacancies

Vacancies on the Executive Board are filled by Co-Chair appointment and affirmed by a majority vote of the Executive Board. The Executive Board member appointed to fill a vacancy holds office for the remainder of the term of the vacant position.

Resignation or Removal of Officers

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Any Executive Board Member may resign at any time upon written notice to the Co-Chairs. Should a Co-Chair wish to resign, written notice will be delivered to the remaining Co-Chair. Should both Co-Chairs wish to resign, written notice will be delivered to the remaining members of the Executive Board. Such resignation shall take effect at the time specified therein, and the acceptance of such resignation shall not be necessary to make it effective. Any Executive Board member may be removed at any time by a two thirds (2/3) vote of the remaining Executive Board whenever, in its judgment, it is in the best interest of the Consortium.

Vote of No Confidence

Practitioner Members may call for the removal of an Executive Board member through a vote of no confidence. A vote of no confidence must follow one of the following processes dependent on the Executive Board position in question: Constituency Group Executive Board member or Non-Constituency Group Executive Board member.

Non-Constituency Group Chair No Confidence Vote

Non-Constituency Group Executive Board members are those members of the Executive Board who are elected by a general vote of all Practitioner Members. The procedures for a no confidence vote include:

1. A Practitioner Member must submit a letter of no confidence to the Recorder. This letter must include signatures or other letters of no confidence from no less than 5% (five percent) of the Practitioner Membership. If the person in the position of Recorder is the recipient of the vote of no confidence, members submit their letters to the Past-Co-Chairs. If there are no Past-Co-Chairs, letters are submitted to the Co-Chairs.
2. Following the receipt of the letters of no confidence, the Executive Board will hold a vote on the removal of the Executive Board member at the next Executive Board meeting. The Executive Board will follow the Resignation or Removal Procedures described in this Manual.

Constituency Group Chair No Confidence Vote

Constituency Group Executive Board members are those members of the Executive Board who are elected by the constituencies they represent. The procedures for a no confidence vote include:

1. A current member of the constituency group must submit a letter of no confidence to the Recorder. This letter must include signatures or other letters of no confidence from no less than 5% (five percent) or no less than 2 (two) members of the constituency group.
2. Following the receipt of the letters of no confidence, the Executive Board will hold a vote on the removal of the Executive Board member at the next Executive Board meeting. The Executive Board will follow the Resignation or Removal Procedures described in this Manual.

Membership

Eligibility

No individual shall be denied membership in the Consortium if they meet the eligibility requirements. Eligibility is open to:

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- A. Any professional staff, faculty, or graduate student at an institution of higher education or individuals and organizations working towards improving campus climate and services for communities across the spectrum of sexual orientation, gender identity and gender expression;
- B. Supports the mission of the Consortium;
- C. Meets the qualifications for either Practitioner or Affiliate Membership;
- D. Completes an application for membership; AND
- E. Remits appropriate dues.

There are two types of Consortium Membership: (1) Practitioner Members and (2) Affiliate Members. For the purpose of this document general membership includes both Practitioner and Affiliate members.

Practitioner Membership

Practitioner Members fit into the three categories listed below. All Practitioner Members receive full voting privileges with the organization.

Individual Practitioner Member:

Individual Practitioner Members are professional staff members or graduate students who work at least 50% time (i.e., 20 hours per week). These Practitioner members have job descriptions that specifically include primary responsibility for providing LGBT services and/or support although it may include other responsibilities. There may be circumstances in which, individuals who do not meet these requirements can be given Practitioner Member status. These exceptions must be approved by the Membership Chair and the Co-Chairs. In the case where the member falls under an Institutional Membership, the primary contact of that Institutional Membership must also be consulted.

Institutional Practitioner Member:

Any institution that has at least one Individual Practitioner on campus is eligible for an Institutional Practitioner Membership. The primary contact for the Institutional Practitioner membership MUST meet the definition of an Individual Practitioner. In addition, the primary contact can appropriate up to five (5), ten (10), or fifteen (15) individual memberships to be designated as Practitioner, Emeritus Practitioner, or Affiliate members (number of memberships is based on amount paid in dues, see information under "Dues" for fee structure). The category of each membership will be determined by the primary contact for the institution, but must be based on the definition of Practitioner and Affiliate members. Institutional Practitioner memberships must be funded by the institution.

Emeritus Practitioner Member:

Emeritus Members are individuals who previously were Practitioner Members and whose professional work no longer fits the eligibility of practitioner member.

Affiliate Membership

Affiliate Members are individuals, institutions or organizations who have a vested interest in supporting communities across the spectrum of sexual orientation, gender identity and gender expression in higher education. Affiliate Members may be Individual Affiliates or Organization Affiliates.

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Individual Affiliate Member:

Individual Affiliate Members are staff, faculty, or graduate students at an institution of higher education whose professional work supports or complements that of the Consortium and does not fit the definition of Practitioner.

Organization Affiliate Member:

Organization Affiliate Members are individuals who do not work at an institution of higher education but whose professional work supports or complements that of the Consortium.

Membership Rights and Responsibilities

Practitioner Member: All members shall act in accordance with all published procedures of the Consortium. Practitioner membership rights and responsibilities include, but are not to be limited to, the following:

- i. Institutional Practitioner Members must have a primary contact whose job description specifically includes primary responsibility for providing LGBT services and/or support although it may include other responsibilities. In addition, the primary contact can appropriate up to five (5) individual memberships to be designated as Practitioner or Affiliate members. The category of each membership will be determined by the Primary Contact for the institution, but must be based on the definition of Practitioner and Affiliate Members. Institutional Practitioner memberships must be funded by the institution.
- ii. Members are requested to attend all scheduled meetings of the full membership as often as possible.
- iii. Members shall be respectful of the rights of all other members and consent to the "Agreements of Consortium Membership" (see Appendix II).
- iv. Regardless of the type of membership, each person is afforded one vote.
- v. Practitioner Members have access to the online Member Community through the Consortium website.
- vi. Practitioner Members are given access to the Practitioner Member Listserv and may opt-in to the Affiliate Member Listserv.
- vii. Practitioner Members have access to the regional listservs.
- viii. Practitioner Members have access to the listservs for the constituency groups with which they identify.

Affiliate Member: All members shall act in accordance with all published procedures of the Consortium. Affiliate membership rights and responsibilities include, but are not to be limited to, the following:

- i. Members are requested to attend all scheduled meetings of the full membership as often as possible.
- ii. Members shall be respectful of the rights of all other members and consent to the "Agreements of Consortium Membership" (see Appendix II).
- iii. Affiliate Members may vote in Regional Representative elections only.
- iv. Affiliates Members have access to the online Member Community through the Consortium website.
- v. Affiliate Members are given full access to the Affiliate Member Listserv.
- vi. Affiliate Members have access to the regional listservs.

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- vii. Affiliate Members have access to the listservs for the constituency groups with which they identify.

Suspension or Termination of Membership

The Executive Board may suspend or terminate membership if someone no longer meets the guidelines for a Practitioner or Affiliate Member and/or is in gross violation of organizational policies and procedures. Dues will not be refunded due to suspension or termination of membership.

Any member deemed by the Board to be acting in a way that jeopardizes the mission of the Consortium may have their membership revoked by rules of modified consensus. Any member whose membership has been revoked will receive written notification from the Board. Upon receipt of such notification, all rights and privileges of membership in the Consortium shall be considered suspended. Membership revocation decisions by the Board may be appealed at a general membership meeting. The full membership shall have the authority to override the decision by the Board to revoke membership by majority vote.

Dues

Membership dues are as follows:

- \$35 for an Individual Practitioner or Affiliate membership
- \$175 for an Institutional Practitioner membership with 6 total members
- \$300 for an Institutional Practitioner membership with 11 total members
- \$425 for an Institutional Practitioner membership with 16 total members

The Consortium is committed to the inclusion of any eligible Individual Practitioner Member and will not turn away an eligible Individual Practitioner Member due to an inability to pay the full membership amount. A discounted rate may be utilized if deemed appropriate by the Executive Board.

Consortium Regional Representatives

Purpose

The Regional Representatives provides a more formalized network of regional/local support for individuals and institutions engaged in the work of the Consortium. The Regional Representatives coordinate the diverse regional networks of Consortium members.

Regions

The Consortium is divided into geographical regions representing the membership of the organization.

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The Regional Representatives are responsible for determining the composition of regions.

Regional Representatives

The group consists of no more than 16 Regional Representatives coordinated by the Regions Regional Representatives Chair, who serves as a member of the Consortium Executive Board. Regional Representatives work with member and non-member institutions in their respective regions to gain access to continuing professional development, education, advocacy, and support resources. In addition, they work to maintain a network of professionals in their respective regions and communicate regional needs to the leadership of the Consortium. There are no more than two (2) Regional Representatives per Region.

Regional Representative Expectations

Regional Representatives:

- Serve for a two-year term.
- Participate in regular conference calls with other Regional Representatives .
- Coordinate an annual meeting with other members of their respective regions (this may occur in conjunction with other planned regional gatherings).
- Serve as a clearinghouse of information regarding regional resources, events, organizations, and other local activities.
- Regularly collect informal data on regional concerns and needs and communicate this information to the Consortium Executive Board.
- Provide additional support for regional members if major issues arise on their campuses.

Other Volunteers

Committees

Board members may convene committees in order to assist in fulfilling their duties. Members of these committees must be practitioner or affiliate members in good standing.

Working Groups

The Consortium Co-Chairs may appoint working groups in order to complete a short-term project that furthers the Consortium's goals. It is recommended that one board member is also appointed to any working group.

Appointments

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The Consortium Co-Chairs may appoint liaisons or other roles as necessary. These appointed roles must be given to practitioner or affiliate members in good standing. Unless this the co-chairs decide otherwise, the appointments should be made for two-year terms that coincide with the board election cycle.

Current appointments include:

- Conference Call and Webinar Coordinator (collaborates with Education Chair)
- Council on the Advancement of Standards in Higher Education (CAS) Representative (two positions)
- Campus Pride Liaison (collaborates with Outreach Chair)

Consortium Finances

Financial Records

The financial records of the Consortium are available to any individual or organization upon request, allowing for individual confidentiality. The Consortium conforms to all applicable laws which govern the keeping of financial records by 501c3 organizations.

The treasurer maintains records for 7 years as proscribed by law. The treasurer delegates and supervises other individuals who maintain relevant tax records (i.e. legal counsel, book keeper, and certified public accountant) as necessary. The currently elected treasurer maintains one copy of the financial records. The individual who prepares the organization's annual tax return maintains an additional copy.

Receiving Funds

- a. The Consortium collects funds from members in the form of dues.
- b. The Consortium uses a variety of transactional tools to accept funds from members.
- c. The Consortium receives tax deductible financial and in kind contributions
- d. The Consortium identifies and pursues grant funding opportunities
- e. The Consortium accepts gifts from individuals and organizations

Disbursement of Funds

- a. The disbursement of all Consortium funds requires the approval of the Treasurer. Major disbursements (over \$500) require the approval of the Board.
- b. On an annual basis the Treasurer produces a report for the membership detailing all major disbursements and fundraising.
- c. The Treasurer and the current Co-Chairs are the only individuals vested with the ability to disburse funds on the behalf of the Consortium.
- d. The Consortium may pay compensation in reasonable and non-excessive amounts to agents and employees for services rendered.

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Authorization

Only the Board is authorized to conduct Consortium financial business.

Fiscal Year

The Consortium's fiscal year runs from January 1 - December 31. Any changes to the fiscal year must be made by the board and provided to vendors and the membership thirty (30) days in advance of the new fiscal year commencing.

Address

The Consortium maintains a single mailing address in the state of incorporation. It is the responsibility of the Treasurer to work with a forwarding service to ensure that all mailings are received and redistributed in a timely manner. All payments must be delivered to the new permanent address.

Taxes

The Consortium retains a certified public accountant to assist with the preparation of the annual state and federal tax return in an effort to maintain compliance and good standing. The Treasurer keeps a record of all relevant transactions and provide records to the accountant at least ninety (90 days) before the March 14th filing deadline.

All vendor and payment communications, including the completion of W-9 paperwork, is maintained by the Treasurer for a period of seven (7) years.

Banking

Banking is done through a FDIC insured bank or credit union of the Executive Board's choosing. The Consortium maintains standard checking and savings accounts to conduct business. Any lines of credit, credit cards, debit cards, or other financial instruments which allow individuals to make disbursements on behalf of the Consortium must be approved by the Executive Board by official action.

Vendors

Vendors are selected by a majority vote of the Executive Board. Vendors should disclose any conflict of interest (pre-existing relationships with either officers or members of the organization) before a selection vote will occur. For expenditures which require Board approval, a best effort should be made to obtain competitive quotes from at least two vendors.

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Asset Balance

The Consortium should maintain a traditional asset allocation of 70% liquidity, 30% savings in a given fiscal year. In the development of a budget, the Treasurer notifies the Board of expenditures which would put the organization in a liquidity position of more than 75%.

The Treasurer prepares a proposed budget in advance of the fiscal year to be approved by the Executive Board. This budget specifies the anticipated asset balance at the beginning and end of the year.

Business Meetings

A meeting of the Membership is held each year to conduct organizational business at such a time and place as determined by the Executive Board. Additional regular or special meetings of the Membership may be held at such times as determined by the Executive Board. Written or electronic notice of each meeting of the General Membership shall be given no less than thirty (30) days before the meeting, which will state the place, date, and hour of the meeting.

Frequency and Purpose of Meetings of the General Membership

Meetings of the General Membership (aka Business Meetings) occur annually. Meetings are called by the Co-Chairs and are facilitated by the Co-Chairs or their designates. Meetings of the General Membership are held to conduct the business of the Consortium such as, and not limited to, elections, amendments to Operating Procedures, discussion and dialogue of issues, delivering annual reports and annual budgets, and/or the sharing of information relevant to the membership of the Consortium. Additional meetings may be called at the discretion of the Co-Chairs and in consultation of the Executive Board.

The Executive Board, Co-Chairs or any member of the General Membership may call informal meetings of the membership (hereafter, Gatherings) for the purposes of networking, socializing, consultation or otherwise. No formal business will occur at Gatherings of the General Membership.

Notice of Meetings

Members are notified of Meetings of the General Membership at least 30 days by written notice. Membership will be given at least 7 days written notice for Gatherings.

Minutes and Record of Meetings

The Recorder or their designate keeps a written record of the attendees, action items, discussion items and other business of the Consortium conducted at Meetings of the General Membership. These Meeting

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minutes are available to the General Membership no more than fourteen (14) days after the Meeting. Minutes need not be recorded for Gatherings of the General Membership.

Elections & Voting

Eligible members elect Executive Board Members and amend the Operating Procedures. All voting occurs electronically.

Voting Procedures for Amendments to the Operating and Procedure Manual

The guidelines for voting are as follows:

1. The Recorder will post by e-mail, web page, and/or Consortium website to the General Membership the amendment(s) in question and, when appropriate, supporting documents (*e.g.*, minutes from preceding meetings in which the issues/amendments) were debated).
2. After the amendment(s) is posted, the following twenty-one (21) days will be reserved for debate. No voting occurs during this time. No alterations to the amendment(s) are allowed.
3. At the end of the debate period, an electronic ballot containing the amendment(s) in question may be presented to the General Membership via a Web-based system of confidential balloting. Ballots shall include options for affirmative votes, negative votes, as well as abstentions.
4. Voting will proceed for a minimum of seven (7) days, in accordance with an announced start and finish time.
5. During the voting period, the Co-Chairs or Recorder may post updates about the number of registered votes, but may not indicate the direction of the voting itself.
6. Electronic voting presumes that a quorum is present, regardless of the number of votes cast. The outcome of a vote, *i.e.*, the success or failure of an amendment(s), is therefore determined by simple majority.
7. In the event of a tie vote, the amendment(s) is returned to the discussion period, to be followed by further voting.
8. At the close of voting results will be communicated to the membership as well as any changes will be added to the OPM and will take effect immediately.

Voting Procedures for Elections of the Executive Board and Regional Representatives

Elections for vacancies of the Executive Board and Regional Representatives are managed by, in succession, the Past-Chairs, the Co-Chairs, or their designate(s). The guidelines for nomination, election and voting for vacant positions of the Executive Board and Regional Representatives is as follows:

1. The Co-Chairs/Past-Chairs will post by e-mail, web page, and/or Consortium website to the General Membership which Executive Board positions are vacant for a given Election period. Eligible members have thirty (30) days to nominate themselves or others for vacant positions. All

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nominations should be sent to the Co-Chairs/Past-Chairs of the Consortium for verification of eligibility and placement on the ballot. To be placed on the ballot, nominees must accept their nomination. Nominees may also be asked to provide nominee statements, positions, resumes or other information relevant to their ability to successfully fill the vacant position in question.

2. Nominees must be a practitioner member (individual, institutional, or emeritus) currently working on a college campus in order to run for an executive board position
3. Thirty-one to forty (31-40) days after the notice of nominations is announced, the Co-Chairs/Past-Chairs will release an electronic ballot containing the slate of candidates for each vacant position to the eligible voters via a Web-based system of confidential balloting.
4. Members may only vote for Constituency Group Chairs if they identify as a member of that particular constituency group.
5. Members may only vote for the Regional Representative(s) from their own geographic region.
6. Voting will proceed for a minimum of seven (7) days and no more than 14 days.
7. During the voting period, the Co-Chairs/Past-Chairs or Recorder may post updates about the number of registered votes, but may not indicate the direction of the voting itself.
8. Electronic voting presumes that a quorum is present, regardless of the number of votes cast. The outcome of a vote, *i.e.*, the election of candidate(s), is therefore determined by simple majority.
9. In the event of a tie vote, a run off vote will occur. In the event of a second tie vote in a run off, the Consortium Board will have the authority to appoint one of the candidates to the position.
10. Newly elected members of the Consortium's Executive Board will begin participating in Board meetings immediately following the election. Their voting privileges and responsibilities begin on July 1st of the year elected.
11. Outgoing members of the Consortium's Executive Board with "past chair" positions (e.g. Co-Chair, Membership, Treasurer) will not have voting privileges. Past-Chairs will have voting privileges to break a tie vote of the Executive Board.
12. Outgoing members of the Consortium's Executive Board with "past chair" positions (e.g. Co-Chair, Membership, Treasurer) will serve until the following year's election.

Strategic Planning

To ensure the Consortium continues to serve its members in the most productive ways, the organization engages in a intentional and ongoing strategic planning process. The strategic planning and implementation process will include a year of planning along with a five year implementation process.

- Year 1
 - Survey of members
 - Assessment of organizational needs
- Years 2-6
 - Implementation
 - Annual review

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Appendix I: Job Descriptions

All Positions:

- Assist in advancing the mission, vision, and strategic initiatives of the Consortium
- Contribute to the Consortium's goal of furthering racial justice, social justice, and centering underrepresented groups
- Represent and serve as an ambassador for the Consortium on committees and at events
- Participate in monthly Executive Board conference call
- Participate in the annual Executive Board retreat
- Participate in the annual Consortium Business meeting
- Participate in monthly Pod conference calls
- Provide an annual report on your achievements and the progress on your goals

Position: Co-Chairs

Term of Office: 3 years (6 months apprentice, 2 years full time, 6 months transition to new co-chairs)

Description: The Co-Chairs will serve as the principal leaders of the organization and partner with other members of the Executive Board to advance the organization's mission. The Chairs provide leadership in strategic planning and evaluate the performance of the organization in achieving its mission and goals. Key responsibilities include supporting the board, addressing members' concerns, and representing the Consortium to certain external constituencies.

Position: Past Co-Chair

Term of Office: July 1 through next election

Description: The Past Co-Chairs serve on the board through the next election period in a transitional position that supports the incoming co-chairs as they move into their new positions. Rather than making the transfer of responsibilities abrupt, the expectation is that the four chairs work together to make this a smooth and seamless process. The past co-chairs should also spend this time finishing up all projects they begun under their term that will not continue after they leave the board and/or to work with other board members and members of the Consortium to ensure the successful continuation of these projects.

Position: Co-Chair Elect

Term of Office: 6 Months

Description: The Co-Chairs Elect mainly use their three-month tenure to gain the necessary organizational skills and knowledge to be successful Co-Chairs of the Consortium. Successful Co-Chairs Elect work to transition major projects of the Consortium from current Co-Chairs and are mindful of establishing and/or maintaining working relationships with relevant external partners.

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Position: Recorder
Terms of Office: 2 Years

Description: The recorder provides the documentation which helps to maintain organizational history. This administrative position is responsible for ensuring that accurate and sufficient documentation exists for all organizational business. Additionally, the recorder helps in scheduling and works with other members of the board to assist with projects as appropriate.

Position: Treasurer
Term of Office: 2.5 years (6 month apprentice, 2 years full time)

Description: The Treasurer manages all financial matters for the organization including deposits, payments, and taxes. In addition, the Treasurer works with the Executive Board on all short term and long term budgets to support the organization's strategic goals and the Membership, Structure, and Process Chair on membership processing.

Position: Racial Justice Chair
Term of Office: 2 years

Description: The Racial Justice Chair works collaboratively with both the executive board and members of the organization to ensure access and inclusion by applying a racial justice lens to all projects, activities and decisions of the Consortium. The Racial Justice Chair will work with the executive board and members on issues related but not limited to access, equity, inclusion, and social justice more generally through education, professional development, and organizational analysis.

Position: Publications & Communications
Term of Office: 2 years

Description: The Publication and Communications (PubCom) Chair, along with the Co-Chairs, is a key communicator and voice for the Consortium. The PubComm Chair develops and implements a communications plan for the Consortium that includes traditional and emerging media strategies and technologies. The PubComm Chair leads the Publications and Communications Working Group.

Position: Education
Term of Office: 2 years

Description: The Education Chair manages the major education initiatives to further the Consortium's strategic goals and mission. The Education Chair is responsible for planning the annual Institute, drive-in conferences, the educational conference call series, and managing opportunities and programming that effectively meets the professional and developmental needs of the diverse membership.

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Position: Outreach & Advocacy
Term of Office: 2 years

Description: The Outreach and Advocacy Chair serves as the liaison to institutions and organizations that benefit the Consortium's strategic goals. The Outreach and Advocacy Chair identifies, develops and manages these relationships.

Position: Support Services Chair
Terms of Office: 2 years

Description: The Support Services Chair develops strategies to support the members of the Consortium. The Chair coordinates and engages new and developing professionals through mentoring and internship programs and coordinates educational resources for all members.

Position: LGBT2 Constituency Chair
Term of Office: 2 years

Description: The LGBT2 Constituency Chair and Group provides support and resources for individuals who directly report to another professional staff person doing and ultimately responsible for LGBT work on college and universities campuses. LGBT2 Members include Assistant Directors, Program Coordinators, and other center staff beyond the director.

Position: People of Color Constituency Chair(s)
Term of Office: 2 years

Description: The QPOC (Queer People of Color) Constituency Group Chair(s) voice the needs and viewpoints of People of Color within the Consortium of LGBT Resource Professionals to the Executive Board. The Group Chairs are charged with regularly connecting with people of color in the LGBT higher education resources field towards establishing a structured network of support, and cultivating leadership with those interested in entering the field.

Position: Transgender and Genderqueer Constituency Chair
Term of Office: 2 years
Anticipated Workload: 2-3 hours per week

Description: The TGQ Constituency Group Chair(s) represent and voices the needs and viewpoints of Transgender/Genderqueer-identified within the Consortium to the Executive Board. The Group Chairs are charged with regularly connecting with Transgender/Genderqueer people in the LGBT higher education resources field towards establishing a network of support, establishing a network for connection and establishing a space to explore intersectionalities around identity, for Transgender and Genderqueer professionals in the field.

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Position: Membership, Process and Structure Chair
Term of Office: 2.5 years (6 month apprentice, 2 years full time)
Anticipated Workload: 8-10 hours per week

Description: The Membership, Process and Structure Chair coordinates process and procedures related to membership in the Consortium. The Chair manages all aspects of membership management in coordination with the Treasurer. In addition, the Chair coordinates all technologies used in the member management process.

Position: Regions Chair
Terms of Office: 2 years

Description: The Regions Chair coordinates all activities of the Regions Working Group to ensure transparent communication between members, Regional Representatives, and Consortium Executive Board.

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Appendix II: Agreements of Consortium Membership

- I agree to support our vision and goals.
- I agree to make every effort to attend meetings.
- I agree to follow the agenda and group process and abide by the rule of modified consensus.
- I agree to speak when it is my turn/one person speaks at a time.
- I agree to preserve the safety and confidentiality of personal disclosures.
- I agree to communicate all information back to my institution in a timely fashion.
- I agree to keep a positive attitude.
- I agree to always keep the "Big Picture" in mind.
- I agree to respect the opinions of others.
- I agree that if I disagree, I will only disagree respectfully and constructively.
- I agree to resolve any differences within the confines and structure of the Consortium.
- I agree to focus on the issue, not the person.
- I agree to assist all other participants to keep these agreements.

Appendix III: Listserv Guidelines

Purpose of the Listserv:

The primary purpose of the Consortium Listserv is to support the mission of the Consortium by providing a means for members to communicate with one another, and support colleagues serving lesbian, gay, bisexual, and transgender communities in higher education. Such communications could include:

- consulting with other members in the interest of improving campus climate,
- requesting resources related to institutional policies and services,
- notifying members of relevant information, news, and events.

Listserv Guidelines:

1. All information posted or accessed by you must be used for informational, educational and professional purposes. There may be no commercial or unauthorized use of the Listserv or the member list.
2. The opinions expressed by Listserv members do not reflect the opinions or policy positions of the Consortium.
3. All messages, information, services and other materials which are posted or accessed in a Listserv are offered "as is" without any endorsements, guarantees or warranties by the Consortium.
4. Professional conduct and demeanor is expected, as outlined in the Agreement of the Consortium (Appendix II above).
5. Your redistribution, electronically or otherwise, of the material posted by other members is not permitted without the express written permission of that member. Exceptions to this would be requests sent to the Listserv that are specifically soliciting information to be used to support a policy change; bench-marking purposes, etc. Given the nature of email communication, the Consortium cannot guarantee proper usage of the posted emails. Concerns of misuse should be reported to the Publications and Communications Working Group Chair (pubcomm@lgbtcampus.org).
6. It would be helpful, whenever possible, for the person who is requesting information regarding policy changes, benchmarking, etc. to volunteer to compile these responses and send them to the Working Group Chair for Education, Outreach, & Advocacy (outreach@lgbtcampus.org) to be posted on the Architect located on the Consortium website (<http://architect.lgbtcampus.org/>).
7. Requests for participation in research must be submitted using the Request form located in the Resources section of the Consortium website (<http://www.lgbtcampus.org/resources/research>). The Consortium Executive Board reserves the right at any time to refuse usage of the Listserv for research purposes deemed inconsistent with the mission of the Consortium.
8. Non-members may not post to the Consortium Listserv. However, members may share their individual experiences working with LGBT/Multicultural related entertainers, consultants, speakers, and businesses if they deem that this would be helpful to other members.
9. Members of the Consortium who are also researchers, entertainers, consultants, and speakers on LGBT/Multicultural issues must recognize their dual-roles and act ethically and responsibly when using the Listserv.

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10. The Consortium Executive Board reserves the right to edit or delete all posted messages it considers inappropriate or to deny access to the Listserv to anyone who violates these terms and conditions.

These guidelines may change at any time. Be sure to review these guidelines periodically to ensure familiarity with the most current version.

The Publications and Communications Working Group Chair (pubcomm@lgbtcampus.org) will serve as the primary contact for questions and concerns and will consult with the Executive Board as needed. If a member is in violation of these guidelines, the Executive Board will take appropriate action ranging from notification of Listserv misuse to removal from the Listserv.

Appendix IV: Consortium History / Consortium Chronology

Inaugural Meeting

People who were working with LGBT populations on campus began discussing the value of a possible "get-together" of those doing such work. The University of Pennsylvania hosted the first meeting of what was to eventually become the Consortium on April 22, 1994 (the date was concurrent with a conference in Delaware which a number of key folks happened to be planning to attend).

Present at the 4/22/94 inaugural meeting were the following (listed with their affiliations at that time):

- Curt Shepard, The Task Force's campus coordinator at the time
- Felice Yeskel - University of Massachusetts Amherst
- James Toy - University of Michigan
- Beth Zemsky - University of Minnesota
- Cheryl Clarke - Rutgers University
- James Lee-Van Patten (now James Lee) - University of Illinois at Urbana-Champaign
- Saralynn Chesnut - Emory University
- Phil Martin - The Ohio State University
- Heather Wishik - Tufts University
- Elizabeth Storz - University of Pennsylvania
- Bob Schoenberg - University of Pennsylvania

Subsequent meeting dates and locations:

- 1994 - Creating Change @ Dallas, TX
- 1995 - Creating Change @ Detroit, MI
- 1996 - ACPA @ Baltimore, MD
- 1996 - NGLTF Creating Change @ Alexandria, VA
- 1997 - ACPA/NASPA @ Chicago, IL
- 1997 - Meeting of the Pocono Parents (see below)
- 1997 - Creating Change @ San Diego, CA
- 1998 - University of Pennsylvania (in conjunction with NASPA in Philadelphia, PA)

Pocono Parents: A Vision and an Identity

*This excerpt on the Pocono Parents is taken from *Our Place on Campus* (Sanlo, Rankin & Schonberg, 2002).

Three campus directors—Robert Schoenberg, University of Pennsylvania; Ronni Sanlo, University of California Los Angeles; and Sue Rankin, Pennsylvania State University—met at Schoenberg's bungalow in the Poconos in July 1997 and created a structure, a mission, and an identity for the campus directors. The new name—the National Consortium of Directors of Lesbian, Gay, Bisexual, and Transgender Resources in Higher Education—reflected the degree of diversity of services among all the directors. On some campuses LGBT issues and concerns were addressed with part-time persons—generally graduate students—while on other campuses, one or more full-time staff coordinated a full-service center whose mission was to serve students, faculty, and staff. The purpose of the consortium was to:

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- provide support to colleagues serving lesbian, gay, bisexual, and transgender communities in higher education;
- consult with higher education administrators in the interest of improving campus climate and services for lesbian, gay, bisexual, and transgender students, faculty, staff, administrators, and alumni/ae; and
- advocate for institutional policy changes and program development that recognize the needs of lesbian, gay, bisexual, and transgender people

The new consortium's structure consisted of a Board of Directors whose members included the chair, the chair-elect, the scribe, the treasurer, and the chairs of the specific work groups. These work groups included Strategic Response, Education/Training, Conferences, Publications/Communications, and Research.

More Consortium Milestones

- 1997- The Consortium was formalized as an organization at the San Diego meeting.
- 1998-The Consortium's Bylaws were officially adopted at this meeting, establishing that the Annual Meeting would be held at Creating Change with additional meetings at either ACPA or NASPA.
- 2003 - A 5-year Strategic Plan is developed to guide the Consortium.
- 2004 - Bylaws revised to define membership based on supporting the Mission, completing an application and paying dues.
- 2005 - Bylaws revised to create formal Working Groups, launching the Internship Program and Consultants/Speakers Network and formalizing the Mentoring Program.
- 2005 - First LGBT Campus Administrators Institute, Creating Change Conference.
- 2005 - Consortium listserv becomes members-only.
- 2006 - Consortium becomes a Limited Liability Corporation.
- 2006 - People of Color, LGBT2, and Anti-Racism ad hoc groups created.
- 2006 - First comprehensive survey of center staffing, history, and resources.
- 2007 - Anti-Racism Report released.
- 2008 - Consortium created the Regions Working Group Chair and designated eight regions
- 2008 - Consortium celebrated 10 year anniversary.
- 2008 - Bylaws revised to create permanent Anti-Racism Working Group and permanent constituency-based People of Color Group and LGBT2 Group. Membership defined as staff, faculty, and graduate students on college or university campuses that support our mission, complete an application, and pay dues.
- 2008 - Name of Consortium changed to Consortium of Higher Education LGBT Resource Professionals.
- 2009 - Consortium Executive Board held its first retreat at George Washington University.
- 2010 - The first Region Conference in Atlanta, GA is held.
- 2014 - Consortium receives 501(c)3 status.
- 2015 - Anti-Racism Chair is renamed Racial Justice Chair.
- 2016 - Award for Intersectionality is renamed Award for Outstanding Social Justice Practice
- 2017 - The Consortium celebrates its 20th anniversary

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Creating Change Annual Meeting Locations

1994	Dallas, TX
1995	Detroit, MI
1996	Alexandria, VA
1997	San Diego, CA
1998	Pittsburgh, PA
1999	Oakland, CA
2000	Atlanta, GA
2001	Milwaukee, WI
2002	Portland, OR
2003	Miami, FL
2004	<i>No Meeting</i>
2005	Oakland, CA
2006	Kansas City, MO
2007	<i>No meeting</i>
2008	Detroit, MI
2009	Denver, CO
2010	Dallas, TX
2011	Minneapolis, MN
2012	Baltimore, MD
2013	Atlanta, GA
2014	Houston, TX
2015	Denver, CO
2016	Chicago, IL
2017	Philadelphia, PA

Consortium Executive Board Past Chairs*

2017-2020	
2015-2018	D.A. Dirks (Univ. of Wisconsin System) & Matthew Bruno (American University)
2013-2016	Demere Woolway (Johns Hopkins Univ.) & Warren Scherer (Univ. of WI - Milwaukee)
2011-2014	Sara Bendoraitis (American University) & Michael Shutt (Emory University)
2009-2012	Debbie Bazarsky (Princeton University) & Gabe Javier (University of Michigan)
2007-2010	Dre Domingue (New York University) & Amit Taneja (Syracuse University)
2004-2008	Genny Beemyn (Ohio State University) & Adrea Jaehnig (Syracuse University)
2002-2006	Chicora Martin (University of Oregon) & Todd Smith (New York University)
2001-2003	Gwendolyn Dean (Cornell University)
1998-2001	Bob Schoenberg (University of Pennsylvania)
1996-1999	Ronni Sanlo (University of Michigan)

* listed with their affiliations at that time

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Consortium Board Retreats

Summer 2009 Washington DC @ George Washington
Summer 2010 Atlanta, GA @ Emory University
Summer 2011 Atlanta, GA @ Emory University
Summer 2012 Milwaukee, WI @ UW-Milwaukee
Summer 2013 Milwaukee, WI @ UW-Milwaukee
Summer 2014 Burlington, VT @ University of Vermont
Summer 2015 Albany, NY @ SUNY Albany
Summer 2016 Lincoln, NE @ University of Nebraska-Lincoln

Consortium Summer Institutes

Summer 2010 Atlanta, GA @ Emory University
Summer 2011 Atlanta, GA @ Emory University
Summer 2012 Milwaukee, WI @ UW-Milwaukee
Summer 2013 Madison, WI @ UW-Madison
Summer 2014 Burlington, VT @ University of Vermont
Summer 2015 Albany, NY @ SUNY Albany
Summer 2016 Lincoln, NE @ University of Nebraska-Lincoln

Consortium Award Recipients

2013

Sue Rankin - Distinguished Achievement in the Profession

2014

Shiva Subbaraman - Award for Intersectionality
Zaneta Rago - Promising New Professional
Chicora Martin - Service to the Consortium

2015

Genny Beemyn - Research and Assessment Award
Leslie Morrow - Award for Intersectionality
Natasha Cox - Promising New Professional

2016

Nic Sakurai - Award for Outstanding Social Justice Practice
Cara Miller - Promising New Professional
Debbie Bazarsky - Service to the Consortium

2017

Luke Jensen - Distinguished Achievement in the Profession
Sheltreese McCoy - Award for Outstanding Social Justice Practice
Kasey Catlett - Promising New Professional

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