

SUNY

**Career Development Organization, Inc.
(SUNYCDO)**



Policies and Procedures Manual

Updated: 2018

SUNYCDO POLICIES AND PROCEDURES MANUAL

Table of Contents

Part I: ByLaws	2
Part II: Policies/Procedures	
Section I: Representation of the Organization	8
Use of name	
Logo	
Spokesperson for Organization	
Web Site	
Section II: Membership	8
Professional Responsibility	
Code of Ethics	
Membership Directory	
Section III: Dues	11
Membership Year	
Membership Dues	
Section IV: Nomination and Election Procedures	12
Nomination & Election Committee	
Procedure	
Timeline	
Section V: Organizational Structure	13
Incorporation	
Organization	
Officers	
Organizational Chart	
Committees	
Committees Descriptions & Functions	
Committee Budgets	
Committee Policies & Procedures	
Officer & Committee Chair Responsibilities	
Officer Responsibilities	
Committee Chair Responsibilities	
SUNY System Administration Liaison	
Bringing an Issue to the Board	
Policy	
Procedure	
Flowchart	
Section VI: Fiscal Matters	18
Fiscal Year	
Budget	
Revenues	
Membership Dues	
Fees/Charges	
Donations/Gifts	

Publications/Products
Fundraising

Vendors and Sponsors

Evaluation of Vendor & Vendor Products
Vendor Conference Attendance
Sponsorship

System-wide Contracts

Ethics/Gifts
Honorarium
Investments
Refunds

Filing taxes

New York State Tax Information
Federal Tax Information
Banking Information
Key Bank
Internet Banking
PayPal Information

Section VII: Organizational Communication 21

Newsletter

Listservs (email)

Career-L
CDOBRD-L
CDO-TWOYR-LIST
CDODIR-L

Web Site

Surveys

Section VIII: Conferences.....23

Conference Manual & Planning

Conference Guests

Vendors

Section IX: Archives.....24

Archivist

Records

Section X: Affiliations and Consortiums24

Section XI: Amendments to Policy & Procedure Manual..... 24

Section XII: Emeritus Membership Status Criteria 24

Section XIII: Strategic Planning Guidelines25

Section XIV: Appendices.....26

Appendix I Quick Reference to Committee Information
Appendix II SUNYCDO Conference Rotation
Appendix III SUNYCDO Regional Map
Appendix IV SUNYCDO Organization Chart
Appendix V SUNYCDO Strategic Plan 2016-2021

PART 1: BYLAWS

STATE UNIVERSITY OF NEW YORK CAREER DEVELOPMENT ORGANIZATION, INC. (SUNYCDO, INC.)

Article I – Name

The name of this organization shall be the “State University of New York Career Development Organization, Inc.”

Article II – Mission & Vision Statement

Mission:

SUNYCDO facilitates dialogue and collaboration among SUNY career development professionals, SUNY System Administration and community partners to advance the career services profession and create strategic solutions that address the unique career development and applied learning needs of diverse SUNY constituencies.

Vision:

SUNYCDO will be the leader in professional growth, support, advocacy and engagement for the career services practitioners and educators of the State University of New York who inspire and empower individuals to make career decisions that lead to success.

Article III – Membership

Section 1

Membership in this Organization shall be open to:

- all SUNY professionals who affirm that they spend a significant amount of time in career service activities and
- all graduate students enrolled at SUNY schools. Student members shall neither vote nor hold office.

Section II

There shall be two active membership statuses – Professional and Student. But for the exceptions applying to students specified in Section 1, all members shall have equal rights and responsibilities. If a current Professional member leaves his/her current position, his/her membership may be transferred to the person hired as his/her replacement upon request by his/her supervisor to the Member Relations Board member.

Section III

Emeritus membership may be offered by the Board of Directors to former members of SUNYCDO, Inc. The Member Relations Coordinator and/or President shall present recommendations to the Board for its approval of such memberships. A former member with emeritus status shall pay no dues and may attend the annual conference and participate in all activities of the Organization but may not hold office and shall be without vote.

Section IV

Membership shall start with the commencement of the Annual Conference and end with the start of the next Annual Conference.

Article IV – Dues

Dues shall be recommended by the Board of Directors and approved by the membership. To be a member, dues must be paid annually.

Article V – Voting

Voting shall be done by professional members.

Article VI – Elected Officers and Duties

Section I

The President shall preside at all meetings of the Organization; shall be Chairperson of the Board of Directors; shall be an ex-officio member of all committees; shall administer the business of the Organization between regular meetings; shall appoint all committee chairs in consultation with Board members; shall determine the composition of the Long Range Planning Committee; shall act as liaison to SUNY Central; shall create a mechanism for monitoring ethical and legal concerns; and shall exercise authority consistent with the Bylaws.

Section II

The President-Elect shall serve as a member of the Board of Directors, and as an ex-officio member of all committees; shall serve as the liaison to the annual conference committee and site selection committee; shall serve as an assistant to the President; shall perform the duties of the President at his/her request; and shall chair the Long Range Planning Committee and the nomination and election process. If the office of the President becomes vacant, he/she shall fill the vacancy. After serving a one-year term as President-Elect, he/she shall automatically become President for a one-year term.

Section III

The Treasurer shall oversee the budget and finances of the Organization; shall be responsible for the collection of fees and dues; shall have charge of all funds in a bank or other repository designated by the Board of Directors (such money shall be disbursed by the Treasurer or President for such bills as have been approved by the Board of Directors); shall keep an accurate account of his/her transactions; shall report on SUNYCDO account balances at all Board of Directors meetings and file taxes on behalf of the organization in November each year; He/she shall present a complete financial statement at the annual meeting.

Section IV

The Two Year College Directors Liaison Group Representative shall identify and communicate the interests of two year college members to the Board and the Organization by chairing the Two Year College Directors Liaison Group or maintaining close contact with the chair and attending the meetings of the Group. The chair will be responsible for hosting or coordinating at least two meetings annually of the Two Year College Directors Liaison Group, and shall coordinate site visits/external reviews upon request of two-year member institutions. The Two Year Group consists of community college and agriculture and technical colleges.

Section V

The Four Year College Directors Liaison Group Representative shall identify and communicate the interests of four year college members to the Board and the Organization by chairing the Four Year College Directors Liaison Group or maintaining close contact with the chair and attending the meetings of the Group. The chair will be responsible for hosting or coordinating at least two meetings annually or the Four Year Directors Liaison Group, and shall coordinate site visits/external reviews upon request of two-year member institutions. The Four Year College Group consists of colleges of

arts and sciences, university centers, specialized colleges, and colleges and centers for the health sciences.

Section VI

The Professional Development Coordinator shall serve as the Board liaison to such activities as drive-in workshops, awards committee, and professional development grant committee; shall work closely with the Two and Four Year Directors Liaison Representatives to convey the professional development needs of the membership; and shall communicate the member interests to appropriate Board members or committee chairs.

Section VII

The Employer Relations Coordinator shall serve as Board liaison to employer related activities; shall provide employer outreach and give feedback to members; and shall seek input from members through their Two and Four Year Directors Liaison Representatives.

Section VIII

The Member Relations Coordinator shall serve as the Board liaison for the activities of membership recruitment, writing, production, and distribution of newsletters, and maintenance, production, and distribution of the directory and shall support the New Member-at-Large in new member mentoring.

Section IX

The Secretary/New Member-at-Large shall conduct appropriate correspondence pertaining to the Organization; shall notify members of the Board of Directors of all meetings; shall record and distribute the minutes of all Board meetings; shall have custody of all books, papers, and office supplies; shall maintain an up-to-date roster of members in conjunction with the Member Relations Coordinator; shall represent the interests and concerns of the new members; shall initiate and maintain contact with all new members, actively seeking out their interests and concerns; shall coordinate new member mentoring shall be the liaison for the New Career Professionals pre-Conference event.

Section X

The Technology Coordinator shall serve as a board liaison to all organizational technology tools such as the SUNYCDO web site, SUNYCDO List serves, SUNYCDO LinkedIn, SUNYCDO Drop Box and conference calling systems. The technology coordinator will preserve the access information, contracts and passcodes to all SUNYCDO technology systems. The Technology Coordinator will also work collaboratively with the Technology Committee to research and recommend new technologies and tools to support the organization, its members and its mission.

Section XI

The SUNY Liaison will work directly with SUNY administrative staff and the Chancellor's Office to ensure that SUNYCDO has a strong, ongoing input into such initiatives as Applied Learning, updating of joint publications (Faculty Handbook on Internships), the outcomes survey and any joint SUNY career programming. At her / his discretion, the SUNY Liaison Board Member will establish a committee. Responsibilities will include: providing regular updates to the SUNYCDO Board, periodic meetings with SUNYCDO members and SUNY Administration and updating of the SUNYCDO Services Survey.

Article VII – Board of Directors and Officers

There shall be a Board of Directors comprised of all elected officers. The major responsibility of the Board is the control and management of the affairs of the Organization as defined in the Bylaws. It is also their responsibility to promote the growth of the Organization.

Article VIII – Election of Officers

Section 1

Election of officers will be completed electronically or by mail by March 1 of each year. Nominations will be solicited by a nominating committee which shall be chaired by the President-Elect and selected from the membership at large with the following exceptions:

- The members of the Two Year College Directors Liaison Group will nominate up to three individuals from the two year membership for the Board position.
- The members of the Four Year College Directors Liaison Group will nominate up to three individuals from the four year membership for the Board position.
- The New Member-at-Large should be a member of the Organization for three years or less.

Section II

Newly elected officers will assume their respective offices upon the close of the business meeting at the annual conference.

Section III

Officers will serve as follows:

- The President, the President Elect, and the Secretary/New Member-at-Large: 1 year term, non-renewable.
- The Treasurer, the Two Year College Directors Liaison Group Representative, and the Four Year College Directors Liaison Group Representative, The Technology Coordinator and the SUNY Liaison: 1 year term, 3 consecutive term limit.
- The Professional Development Coordinator, the Employer Relations Coordinator, and the Member Relations Coordinator: 2 year term, 2 consecutive term limit.

Section IV

In the event that any sitting or elected board member, other than President or President-elect, be unable to complete his/her term, a replacement will be appointed by the President with Board approval to serve the unexpired portion of that term. Should the President be unable to complete his/her term, the President-elect will assume the duties of the President for the remainder of that term and the organization shall conduct a special election to identify a new President-Elect. Should the President-Elect be unable to complete his/her term, the organization shall conduct a special election to identify a new President-Elect. Any President-Elect selected via special election shall serve until the next election cycle and shall have no continuing obligation to the organization beyond completion of the term in question.

Article IX – Meetings

Section I

The organization shall meet annually during the month of June to conduct business. In addition, the Board of Directors will meet as necessary and appropriate to conduct the business of the organization.

Section II

Parliamentary Authority – the business of this organization will be conducted according to Robert's Rules of Order (revised) except where such rules are not consistent with the Bylaws of this organization. The President and Board of Directors shall appoint a Parliamentarian to resolve questions of order.

Section III

Quorum – 50% plus one of the members of the Board of Directors shall constitute a quorum for the purpose of conducting the business of the organization. At the annual business meeting, one third of the professional members of the Organization will constitute a quorum for conducting the organization's business.

Article X – Committees

The Board of Directors, on its own initiative and as recommended by the Long Range Planning Committee will convene and charge committees on an annual basis in response to the needs and priorities of SUNYCDO. All committee members will serve for one year with the option for reappointment. Every committee will have a Board liaison and will be referred to simply as 'committee' without the appellation of such words as 'standing' or 'ad hoc'. Committee chairs will be appointed by the President in consultation with board members. Outgoing chairs and the appropriate Board liaison will also provide input.

Committees which, by the nature of their activities, are basic to the life of the Organization and therefore will continue from year to year include: Awards, Newsletter, Annual Conference, and Long Range Planning.

The composition of the Long Range Planning Committee will be determined by the President. Further, it will continually assess the needs and concerns of the Organization through such means as reviewing past accomplishments and identifying issues which will impact the Organization's future direction and priorities. In the spring semester, the Long Range Planning Committee will present its recommendations for appropriate committees and their charges for the following year.

Article XI – Amendments

Amendments to the By-Laws shall be submitted to the Board of Directors, upon whose approval by a simple majority will result in a vote by the membership. All members must be advised via mail or electronic means of the proposed amendment at least 30 days prior to the vote deadline. The vote may be conducted in person at the annual business meeting, via mail and/or electronic means. An affirmative vote of two thirds of eligible voters will be necessary for approval with at least one third of the membership participating in the balloting.

Article XII – Amendment

Prohibited Activities and Disposal of Property

As a not for profit organization, no part of the organization's receipts or any net earnings shall inure to or benefit of or be distributed to its members, officers, or directors. Upon dissolution, the organization shall, after making payment or making provisions for payment of all its liabilities of the Organization, dispose of all its net assets, if any, exclusively to such charitable or other organizations as shall at the time qualify as exempt organizations on Section 501(c) 3 of the Internal Revenue Code as now in effect.

Article XIII Amendment

Strategic Planning Process

SUNYCDO will adopt a culture of strategic planning to insure action items are meeting objectives and are in-line with the Organization's Mission and Vision. The Long Range Planning Committee will review the Strategic Plan and make recommendations to the Board.

Last approved: 2018

PART II: POLICIES AND PROCEDURES

Note: SUNYCDO's "Policy and Procedure Manual" will be kept in hard copy with the President's documents and by the Secretary/Treasurer on the SUNYCDO hard drive and the SUNYCDO website. The President-Elect will be responsible for updating the manual annually. The President-Elect will also be sure that any changes in policy or procedures will be reflected in the manual. An electronic copy of the Policy and Procedures Manual (minus the 13 - Points of Conduct from NACE which will be referenced from our site to NACE) will be kept and updated by the President-Elect and available to all members on our website. Additional procedural information may be found in individual committee manuals.

SECTION I

REPRESENTATION OF THE ORGANIZATION

A. USE OF NAME (Bylaws: Article I)

The use of the name SUNYCDO, Inc. (SUNY Career Development Organization Inc.) may be used only with Board approval.

B. LOGO

The SUNYCDO logo may be used only for official publications approved by the Board.

C. SPOKESPERSON/REPRESENTATIVE FOR SUNYCDO(Bylaws: Article VI, sec I)

The president of SUNYCDO speaks for the organization. In matters that involve financial expenditures above \$100 or on issues that deviate from our established policies and procedures, the president must consult with the Board.

In specific committee related issues the Chair of each committee may speak on issues regarding CDO, relevant to the functions of that particular committee.

D. WEB SITE (see also P&P SEC 7(c))

The SUNYCDO Web site is listed at: <http://www.sunycdo.org>. Web site shall be maintained by the Technology Coordinator or one or more members of the Technology Committee.

SECTION II

MEMBERSHIP (BYLAWS - ARTICLE III)

A. PROFESSIONAL RESPONSIBILITIES OF MEMBERS

The members of the State University of New York Career Development Organization, Inc. (CDO) join together in endorsing a set of principles which guide our work. They serve to help us identify issues, raise questions, and make decisions when faced with new or complicated situations. In this way, they provide us with a common approach and shared understanding of some of the most basic aspects of career development and placement practice.

Therefore, as members, we affirm for ourselves the following aims:

1. to provide equitable services for students which are non-discriminatory and which help students explore the place of work in their lives.
2. to provide career planning and placement services that are consistent with the mission and policies of our campuses.
3. to aid our students and our institutions by providing services and assistance to affirmative action, equal employment opportunity employers.
4. to respond professionally and ethically to career planning and placement issues.
5. to develop our own skills and knowledge by seeking to be familiar with current research, practices, and issues in career planning and placement.

B. CODE OF ETHICS

The members of SUNYCDO adhere to the thirteen point 'Principles for Career Service Professionals' as outlined by National Association of Colleges and Employers (NACE) in its "Principles for Professional Conduct" available on the NACE website. Reprinted with permission from the National Association of Colleges and Employers (NACE), copyright holder.

1. Career services professionals, without imposing personal values or biases, will assist individuals in developing a career plan or making a career decision.
2. Career services professionals will know the career services field and the educational institution and students they represent, and will have appropriate counseling skills.
3. Career services professionals will provide students with information on a range of career opportunities and types of employing organizations. They will inform students of the means and resources to gain access to information which may influence their decisions about an employing organization. Career services professionals will also provide employing organizations with accurate information about the educational institution and its students and about the recruitment policies of the career services office.
4. Career services professionals will provide comparable services to all employers, regardless of whether the employers contribute services, gifts, or financial support to the educational institution or office and regardless of the level of such support.
5. Career services professionals will establish reasonable and fair guidelines for access to services by employers. When guidelines permit access to organizations recruiting on behalf of an employer and to international employers, the following principles will apply:
 - a. Organizations providing recruiting services for a fee may be asked to inform career services of the specific employer they represent and the specific jobs for which they are recruiting. When deemed necessary, career services can request contact information to verify that the organization is recruiting for a bona fide job opportunity. Career services must respect the confidentiality of this information and may not publish it in any manner. Third-party recruiters that charge fees to students will not be permitted access to career services;
 - b. Employers recruiting for work outside of the United States are expected to adhere to the equal employment opportunity (EEO) policy and U.S. labor law policies of the career services office. They will advise the career services office and the students of the realities of working in that country and of any cultural and employment law differences.
6. Career services professionals will maintain EEO compliance and follow affirmative action principles in career services activities in a manner that includes the following:

- a. Referring all interested students for employment and experiential learning opportunities without regard to race, color, national origin, religion, age, gender, sexual orientation, military status, veteran status, or disability, and providing reasonable accommodations upon request;
 - b. Notifying employing organizations of any selection procedures that appear to have an adverse impact based upon the student's race, color, national origin, religion, age, gender, sexual orientation, veteran status, or disability;
 - c. Assisting recruiters in accessing certain groups on campus to provide a more inclusive applicant pool;
 - d. Informing all students about employment and experiential learning opportunities, with particular emphasis on those in occupational areas where certain groups of students are underrepresented;
 - e. Developing awareness of, and sensitivity to, cultural differences and the diversity of students, and providing responsive services;
 - f. Responding to complaints of EEO noncompliance, working to resolve such complaints with the recruiter or employing organization, and, if necessary, consulting with the appropriate campus department.
 - g. Any disclosure of student information outside of the educational institution will be with prior consent of the student unless health and/or safety considerations necessitate the dissemination of such information. Career services professionals will exercise sound judgment and fairness in maintaining the confidentiality of student information, regardless of the source, including written records, reports, and computer data bases.
7. Only qualified personnel will evaluate or interpret assessments of a career exploration nature. Students will be informed of the availability of assessments, the purpose of such assessments, and the disclosure policies regarding assessment results.
 8. If the charging of fees for career services becomes necessary, such fees will be appropriate to the budgetary needs of the office and will not hinder student or employer access to services. Career services professionals are encouraged to counsel student and university organizations engaged in recruitment activities to follow this principle.
 9. Career services professionals will advise students about their obligations in the recruitment process and establish mechanisms to encourage their compliance. Students' obligations include providing truthful and accurate information; adhering to schedules; accepting an offer of employment in good faith; notifying employers on a timely basis of an acceptance or non-acceptance and withdrawing from the recruiting process after accepting an offer of employment; interviewing only with employers for whom students are interested in working and whose qualifications requirements they meet; and requesting reimbursement of only reasonable and legitimate expenses incurred in the recruitment process.
 10. Career services professionals will provide services to international students consistent with U.S. immigration laws; inform those students about these laws; represent the reality of the available job market in the United States; encourage pursuit of only those employment opportunities in the United States that meet the individual's work authorization; and encourage pursuit of eligible international employment opportunities.
 11. Career services will establish job and internship posting guidelines, communicate these guidelines to students and employers, and review job and internship postings submitted by employers. They will make a reasonable effort to ensure that jobs and internships posted to

their systems adhere to their university's standards and NACE Principles, in a manner that includes the following:

- a. All postings should adhere standards and guidelines prescribed by the institution;
- b. Job postings should be suitable and appropriate for candidates from their institution, as determined by career services staff;
- c. Internship postings should meet the NACE definition and criteria for internships. (See "[A Position Statement on U.S. Internships: A Definition and Criteria to Assess Opportunities and Determine the Implications for Compensation.](#)")
- d. Career services professionals will also promote and encourage acceptance of these principles throughout their educational institution, **particularly with faculty and staff who work directly with employers**, and will respond to reports of noncompliance.

See more at: <http://www.nacweb.org/principles/#careerservices->

MEMBERSHIP DIRECTORY

A listing of members, both by alpha as well as by campus is developed and made available, biannually on our Web site.

SECTION III

DUES

A. MEMBERSHIP YEAR (BYLAWS - ARTICLE IV)

The membership year begins at the commencement of the annual conference and ends with the start of the next annual conference.

B. MEMBERSHIP DUES

Membership dues are established and approved by the Board. Current membership dues are:

- Professional Member, \$45.00 per year
- Graduate Student Member, \$15.00 per year

Beginning in June 2017, SUNYCDO will offer both an Individual and Institutional membership option.

- Student Members \$20
- Individual Membership \$50
- Institutional Memberships:
 - Tier 1: 4-6 Members \$200
 - Tier 2: 7-9 Members \$350
 - Tier 3: 10+ Members \$500

Membership payment is due by the time of the annual conference. Individuals meeting eligibility requirements may join SUNYCDO at any time. New members paying dues after the annual conference shall be considered members until the beginning of the next annual conference and will be added to the listserv upon completing registration. Anyone who joins in January or after will have the choice of membership for the remainder of that membership year or to delay membership to the following year.

In the event that a renewing member is unable to pay their dues until after the annual conference, a grace period up to September 1 will be provided before member access is removed from the list-serv. If a member joins and we don't receive payment for 90 days, they will be removed from the listserv. Access will be reactivated upon payment of membership dues.

SECTION IV

NOMINATION AND ELECTION PROCEDURE (BYLAWS - ARTICLE VIII)

The SUNYCDO Board of Directors is to have in place a nomination process that facilitates:

- involving members in the process
- creating an objective mechanism for soliciting nominations
- providing members with a thorough understanding of the duties of elected positions
- presenting the background and qualifications of all candidates

A. NOMINATION & ELECTION COMMITTEE

The recommended procedure for creating the Nominating Committee is as follows: the committee, chaired by the President-elect, shall consist of the President-elect plus two designees of the current president (non-board members); one from a two-year college and one from a four-year college.

B. PROCEDURE

- The committee will solicit nominations, present the slate of candidates and conduct the election prior to the conference.
- Election ballots are distributed to membership. The committee ensures that all members have the opportunity to vote.
- The committee will notify candidates of election results prior to announcing results to the membership.
- The committee will announce results prior to the conference through Career-L.
- The committee will introduce the new Board at the conference and the Board will begin its term at the close of the annual business meeting.

C. TIMELINE

- Call for nominations will be distributed in late November/early December via Career-L. Candidates submit brief biography which includes professional background, SUNYCDO involvement and motivation for seeking office.
- Slate of candidates presented for vote during in late December/early January.
- Candidate's biographies available on our Web site or via Career-L.
- Nominations Committee encourages voting by publicizing through e-mail. For a valid election, a majority of members must vote and the candidates must be elected by a majority of votes cast.

- Election results released to general membership via Career-L no later than March 1st; candidates are personally informed by the Nominations Committee.

SECTION V

ORGANIZATIONAL STRUCTURE

A. INCORPORATION

SUNYCDO was incorporated in NYS as a 501c3 non-profit corporation in 1987. These documents are kept with the Secretary/Treasurer's documents.

B. ORGANIZATION (BYLAWS - ARTICLE VII)

The Board of Directors is comprised of all elected officers. The major responsibility of the Board is the control and management of the affairs of the Organization as defined in the bylaws. The Board's responsibility includes promotion and growth of the Organization. Activities of the Organization are coordinated through a committee structure.

C. OFFICERS (BYLAWS - ARTICLE VIII)

- a. There are eleven officers that make up the Board of Directors
 - i. President
 - ii. President-Elect
 - iii. Secretary/ New Member At Large
 - iv. Member-Relations Coordinator
 - v. Four-Year College Directors Liaison
 - vi. Two-Year College Directors Liaison
 - vii. Employer Relations Coordinator
 - viii. Treasurer
 - ix. Professional Development Coordinator
 - x. Technology Coordinator
 - xi. SUNY Liaison

D. ORGANIZATIONAL CHART (See Page 34)

E. COMMITTEES (BYLAWS – ARTICLE X)

- a. **Committee Autonomy**
 - i. Committees have wide latitude to make decisions and take action on issues within the purview of their charge. The Board provides general oversight of committee activities through the Board liaison to each committee. Some committees listed below may be formed and/or utilized as determined by the Board.
- b. **Committees Descriptions and Functions**
 - i. **Annual Conference:** Plan, organize, conduct, and assess the annual conference in accordance with procedures outlined in the conference planning manual. Program initiatives will be discussed with the Professional Development Coordinator. See Conference Manual located in Dropbox. Liaison – President-Elect
 - ii. **Awards:** Coordinate the awards proposal and selection process to formally recognize members' programs or activities, as well as recognizing individual

- members for outstanding service. Solicit award proposals, judge proposals, select award recipients according to guidelines and coordinate Awards Ceremony as part of the annual conference.
Liaison – Professional Development Coordinator
- iii. **Conference Site Selection:** SUNY Delegated Conference Vendor will gather RFP's and committee will review proposals, information and visit the site for the annual conference. Present recommendations to the Board of Directors.
Liaison – President-Elect
- iv. **Emeritus Membership:** Solicit nominations for emeritus membership and forward supporting documents to Board for action.
Liaison – Member Relations Coordinator
- v. **Employer Relations** (chair only): Assess employer relations issues of our members and to develop programs to address those needs. Share employer related information with the membership and advise the board on employer issues.
Liaison – Employer Relations Coordinator
- vi. **Ethics and Legal Concerns:** Receive concerns/questions from members and formulate policy language to address issues of ethical and /or legal concern. Act as legal and ethical watchdog for the organization. Keep membership informed of issues that may impact career services offices.
Liaison – President
- vii. **External Audit Committee:** Examines the financial records, accounts, business transactions, accounting practices and internal controls of SUNYCDO, Inc. to ensure fiscal responsibility.
Liaison –Treasurer
- viii. **Long Range Planning:** Assess the needs and concerns of the organization by reviewing past accomplishments and identifying issues which will impact upon our future direction and priorities. Annually present recommendations to the Board on objectives and activities that may be included in the Operational Plan, and which may include recommendations for appropriate committees and charges to the Board of Directors. Assist the Board with the development of the Strategic Plan every five years.
Chaired by President Elect
- ix. **Member Recruitment** (chair only): Foster awareness of the organization among SUNY career planning and placement colleagues and work to stimulate their interest in SUNYCDO. Maintain and update the directory of SUNY career professionals.
Liaison – Member Relations Coordinator
- x. **New Member** (chair only): Provide mentoring and support for new members. Coordinate new members' activities at the annual conference. Represent the interests and concerns of new members. Coordinate mentoring program. Host new member events at annual conference. Provide a professional development seminar to help new professionals/new members gain useful information about our profession and organization, and develop networks.
Liaison – New Member-at-Large
- xi. **Newsletter:** Produce a newsletter for the SUNYCDO membership. The newsletter will be made available on our website and will be promoted to the

membership via periodic updates on CAREER-L. Its content will reflect organizational activity as well as direction and current trends, issues, and events within the field of career services.

Liaison – Member Relations Coordinator

- xii. **Nominations and Elections:** Solicit nominations annually and conduct elections for the Board of Directors.

Liaison – President Elect

- xiii. **Policies and Procedures** (chair only): Clarify and define policies and procedures related to the organization, including mission and purpose, and incorporation. Produce, maintain, and make available an up-to-date Policies and Procedures Manual.

Liaison – President Elect

- xiv. **Pre-Conference (Leadership):** Provide a 'pre-conference' leadership seminar to help acquaint Board members and committee chairs with expectations, functions, and responsibilities.

Liaison – President Elect

- xv. **Professional Development:** Basic responsibility entails organization of professional development opportunities from one-day workshops or webinars on topics relevant to career services professionals and/or support staff.

Liaison – Professional Development Coordinator

- xvi. **Technology:** Inventory, assess and develop activities to meet the technology needs of career offices and SUNYCDO. Maintain SUNYCDO website.

Liaison – Technology Coordinator

- xvii. **Visitation (External Review):** The Visitation Teams are provided as an on-going service of SUNYCDO to member institutions for consultation in the development of effective career services programs. Coordinates the process for requesting the visitation and assembling the visitation team. A 'Visitation Guide' is available and includes guidelines for visitation teams and outlines the process and expectations.

Liaison – 2-Year and 4-Year Director Liaison

- xviii. **Professional Development Grant:** Solicits proposals for the Professional Development Grant program from members. Reviews and determines award recipients

Liaison – Professional Development Coordinator

c. **Committee Budgets**

- i. Each Chair of a committee will request funds of specific amounts and for specific stated expenses, prior to such expenditures. From these requests the Treasurer, in consultation with the Board will authorize such expenditures.

d. **Committee Policy & Procedures**

- i. Each committee has a Board charge which determines its operations. These policies and procedures will be updated (as necessary) and then transferred to the new Chairperson. If a policy of any committee is substantially changed, this proposed change must be discussed with the committee's Board liaison.

e. **Officer & Chair Responsibilities**

i. **Officer Responsibilities**

1. All officers of SUNYCDO will carry out the responsibilities as outlined in the Organization By-Laws. Additionally, the president ensures that

adequate training is given to new officers. In addition, the president should keep a log-book of the year's activities, which will be passed on to his/her successor and eventually given to the archivist.

ii. **Committee Chairs**

1. Board members who have the liaison relationship to particular committees ensure that adequate training and information is given to committee chairs. Committee charges are set by the Board and given to committee chairs. A system of interactive feedback between the Board liaisons and committees will be maintained. Committee chairs are to provide the Board with an activity report and inform the Board of issues to be discussed as needed. A final committee report is submitted at the end of each year.

F. SUNY SYSTEM ADMINISTRATION

- a. SUNYCDO is one of many organizations in the SUNY system which maintains a relationship with SUNY System Administration. Usually, someone with the Student Affairs Office of System Administration is appointed as a liaison to SUNYCDO. Contact is maintained between this person and the president or designee of SUNYCDO. The liaison can assist in communications with the System's office of legal affairs. All questions, issues, problems, etc. which may arise regarding System Administration should be referred to the president. The president, in consultation with the Board of Directors, will either work with the liaison directly or appoint someone to do so. The liaison person from Student Affairs is notified of all Board meetings, received copies of Board meeting minutes and the SUNYCDO Newsletters. He/she is also invited to the annual conference. Normally, one Board meeting each year is held at the System Administration Office in Albany.

i. **SUNYCDO Liaison with System Administration:**

Elise Newkirk-Kotfila

SUNY System Administration

State University of New York

Albany, NY 12246

Elise.Newkirk@suny.edu

Phone: 518.320.1160 / Fax: 518.320.1559

G. BRINGING AN ISSUE TO THE BOARD

a. Policy

When an issue, suggestion, problem or new initiative arises, it can be brought to the Board's attention for consideration and action by any board member, any SUNYCDO committee, by an individual SUNYCDO member, or from an outside source. The Board will review the issue or request and decide on the appropriate action based upon the following criteria:

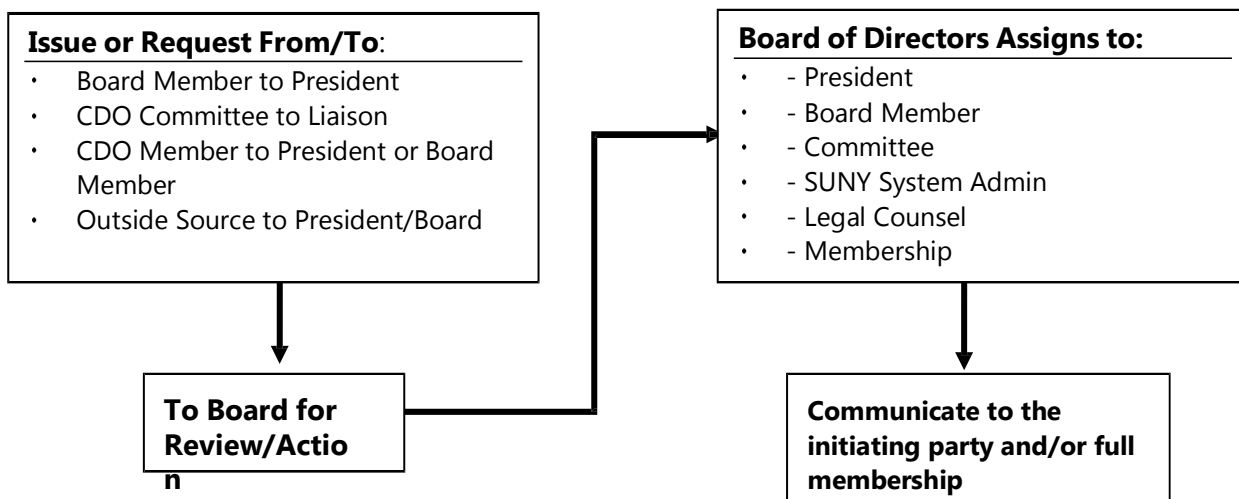
Does the issue or request have a direct impact on any one or more of the following:

- SUNYCDO; purpose or mission
- The Board of Directors
- Individual members
- SUNY campuses/offices
- SUNY Systems Administration
- The profession
- SUNYCDO's incorporation restrictions
- Issues of legality/ethics
- Constituents; ex. students, alumni

b. Procedure

- If the Board determines the issue or request does have an impact, the issue or request will then be assigned to someone for investigation, research, follow-up, etc. The responsible person might be the SUNYCDO President, a board member, a committee, SUNY Systems Liaison, legal counsel, or the SUNYCDO membership as a whole. Further action and communication is the responsibility of the Board.

H. Flowchart for Bringing an Issue to the Board



SECTION VI

FISCAL MATTERS

A. FISCAL YEAR

The SUNYCDO fiscal year is July 1 – June 30.

B. BUDGET

The Treasurer shall maintain accurate and up-to-date information on SUNYCDO financial issues including:

- Maintain an accurate ledger of expenditures, revenue and balances in the SUNYCDO checkbook;
- Regularly assess and evaluate the use of certificates of deposits and updating balances with accrued interest;
- Accurately organize expenditures and revenue so as to be able to design immediate and longitudinal 'snapshots' of the fiscal health of SUNYCDO in total as well as by major function (i.e. conference) and committee;
- Respond to requests for expenditures or reimbursement in a timely manner;
- Update bank records (checking, CD's, etc.) with Treasurers current contact information;
- Remain aware of online banking options and use appropriately;
- Keep accurate records of paperwork if needed (cancelled checks, copies of expense reports, etc.).

C. REVENUES

- a. **Membership Dues**
 - i. Accept payment for dues and deposit into account in a timely manner
- b. **Fees/Charges**
 - i. Pay fees and charges as appropriate. This will include reimbursements to members for expenses, paying vendors, etc.
- c. **Donations/Gifts**
 - i. Deposit in a timely manner if deemed appropriate by CDO
- d. **Publications/Products**
 - i. Treasurer will facilitate purchasing if deemed appropriate by CDO
- e. **Fundraising**
 - i. Deposit in a timely manner all proceeds from fundraising efforts if deemed appropriate by CDO

D. VENDORS AND SPONSORS

- a. **Evaluation of Vendors/Vendor Products**
 - i. The vendor or product should have a relationship to our profession.
 - ii. We do not endorse any particular vendor or products.
 - iii. Through appropriate individuals or committee, we may research and evaluate certain products and inform membership of the pros and cons of such products.
 - iv. We may facilitate state contracts for products (e.g. Focus)
 - v. SUNYCDO name should not be cited in any form of product promotion

b. **Vendor Conference Attendance**

- i. Vendors are welcome to attend if product and/or service is related to our profession and SUNYCDO mission
- ii. All vendor fees will be determined by Conference Committee
- iii. Vendor presentations/workshop participation shall be determined by the Conference Committee on a case by case basis

c. **Sponsorship**

- i. SUNYDCO welcomes events and/or program sponsorship (within the parameters cited above in sections D1 and D2) with a signed statement as follows:
 1. "SUNYCDO welcomes involvement of vendors and sponsoring organizations expressing interest and support of the professional objectives engaged in by SUNYCDO. Such participation and support of SUNYCDO activities or recognition, however, must fall within our commitment to abide by State and Federal law as well as the ethical standards of our profession and SUNYCDO in particular. Vendors and sponsors should be aware SUNYCDO will not specifically endorse nor be influenced by any vendor or sponsor as a result of their involvement and/or financial support. Appropriate recognition will gladly be given, however, related to such support of SUNYCDO."

E. SYSTEM-WIDE CONTRACTS

- a. System wide contract requests must be presented to the Board for review prior to any action. Treasurer will facilitate payment for any system-wide contracts deemed appropriate by the Board (i.e. annual domain name for SUNYCDO online web site, etc.).

F. ETHICS/GIFTS

- a. SUNYCDO adheres to the NACE "Principles for Professional Conduct" as outlined in Section II. The SUNYCDO Board determines if there might be a conflict of interests in our routine dealings. The Board is also responsible for ethical acceptance of gifts.

G. HONORARIUM

- a. Honorarium fee requests shall be reviewed on a case by case basis. Committee determines the honoraria fee range and submits to the Board for approval.

H. INVESTMENTS

- a. SUNYCDO invests surplus funds in Certificates of Deposit (CD) which may generate interest revenue. There is an Advisement Team for the treasurer, (Board/ its designees). These CDs are staggered in term life to provide an on-going pool of available liquid assets.
 - i. All Certificates of Deposit are currently handled through The Bank of Utica, 222 Genesee St., Utica, NY 13502-4385. 1-315-797-2700
 - ii. The Treasurer will provide his/her successor with appropriate information (account numbers, maturity schedules, etc.).

I. REFUNDS

- a. Membership dues are non-refundable.
- b. Conference registrations and related charges are refundable up until 4 weeks prior to the conference start date. (Any exceptions will require Board approval)

J. FILING TAXES

- a. New York State Tax Information
 - i. SUNYCDO is a non-profit tax-exempt organization. This means that the organization is exempt from NYS and local sales tax and use taxes in our purchases.
 1. SUNYCDO's NYS tax exempt number: **185263**
 2. Each new Treasurer needs to fill out and sign form "ST-119.1 - Exempt Organization Exempt Purchase Certificate" with updated contact information, and submit to the NYS Department of Taxation and Finance
 3. All detailed information can be found at: <http://www.tax.state.ny.us>.
 4. The Dept. for taxation phone: 1-800-748-3678
 - b. Federal Tax Information
 - i. SUNYCDO is also recognized as a federal exempt organization. This means that the organization is exempt from paying Federal income taxes; SUNYCDO's Federal Tax Exempt classification is known as a "501(c)".
 1. Our Federal Tax Exempt number: 16-1087797
 2. SUNYCDO will need to file a federal tax return. Annual gross receipts under \$50,000 need to file Form 990-N (e-Postcard) by the 15th day of the 5th month after the end of the organization's fiscal year (by November 15th)
 3. All detailed information can be found at: <http://www.irs.gov>.
 4. SUNYCDO will need to file a federal tax return every year.
 5. The federal Dept. for Non-Profit Organizations phone: 1-877-829-5500
 6. The Federal IRS office in Syracuse, NY: 1-800-829-4933

K. BANKING INFORMATION

a. **Key Bank**

SUNYCDO uses Key Bank for checking and savings accounts. Each Treasurer should work with a local branch to conduct business and will need to contact that branch to change contact information upon assuming new responsibilities. The account originated in Rochester, NY, and therefore all permanent official paperwork is housed there. Each previous Treasurer should transfer appropriate paperwork, including account numbers, to succeeding Treasurer Contact information:

Key Bank, Rochester Office
Southtown Plaza
3333 W Henrietta Rd.
Rochester, NY 14623
585-286-1839

b. **Internet Banking**

Key Bank offers many features with Internet banking. These include checking balances online, viewing past transactions and printing records, paying bills electronically, fund transfer, online check registers, and more. There is a fee for some advanced features, but SUNYCDO is signed up for basic services, which allow SUNYCDO to view the

checking account online as well as review past statements.

- i. The internet site is: <http://www.keybank.com>
- ii. The Treasurer will supply his/her successor with passwords and other information to access the Account
- iii. The President of the organization will be the only other member of SUNYCDO to have access to the account, or authorize access to the account to others

c. PayPal Information

- i. Credit card and/or debit card payments will be accepted through PayPal for membership dues, conference fees, and sponsors/vendors.
- ii. There is a fee to send money as a personal payment using a debit card or credit card. The fee in the U.S. is 2.9% plus \$0.30 USD of the amount you send. For example, if you send \$100.00 USD by credit card, the fee would be \$3.20 USD (\$2.90 + \$0.30).
- iii. The internet site is: <http://www.paypal.com>.
- iv. The Treasurer will supply his/her successor with passwords and other information to access the Account.

SECTION VII

ORGANIZATIONAL COMMUNICATION

A. COMMUNICATIONS COMMITTEE

The Communications Committee is responsible for developing the strategy for communicating with members as well as the content, frequency, and methods of communications, which may include newsletters, social media and the list servs. The communications committee will consult with the technology board person about appropriate technology to use to meet the committee and organizational goals. The purpose of the Communications committee is to:

- Provide a forum for professional development.
- Communicate relevant and timely information to the membership regarding the annual conference and to keep membership informed about the mission of SUNYCDO committees.
- Build connections and enhance communication amongst the 64 SUNY units and SUNY System Administration.
- Market SUNYCDO to prospective members.

Topics addressed in previous communications include: interviews with liaisons from SUNY System Administration; reviews of the annual conference workshops; reviews of new products on the market; profiles of new, current and emeritus members; and information shared by SUNYCDO committees pertaining to the ongoing growth of the organization and to professional development opportunities.

The Chair of the Communications Committee will request Board approval prior to including any survey or survey results into the newsletter.

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The Chair of the Communications Committee will request Board approval prior to including any survey or survey results into the newsletter.

C. LISTSERVS

a. CAREER-L

- i. CAREER-L enables members to communicate with each other via e-mail. Rather than sending individual e-mail messages (or making several telephone calls) to colleagues, those who have subscribed to **CAREER-L** can send one e-mail message

to the listserv address and it will be automatically forwarded to all subscribers. Need advice? Got a great idea? Wonder how other campuses handle a particular situation? **CAREER-L** can help you!

1. The current administrator of **CAREER-L** is Brandy Smith at Binghamton University. **Any inquiry's or updates to CAREER-L should go to the Member Relations Board Member (Mallory Bower, 315-312-2255 or mallory.bower@oswego.edu)**
 2. **CAREER-L** subscribers may send messages to the following e-mail address: **Career-l@listserv.binghamton.edu**
- b. CDOBRD-L
- i. Board Members are automatically subscribed to cdobrd-l@listserv.binghamton.edu for the purpose of communicating with Board members.
 1. The current administrator is Brandy Smith at Binghamton University. bjsmith@binghamton.edu / (607) 777-2553.
- c. CDO-TWOYR-LIST
- i. Two-year directors may communicate at cdotwodir-l@listserv.binghamton.edu
 1. Additions/deletions from the listserv will be made in the following manner: The Membership Relations Board member will carbon copy the Two Year Director Liaison on any communications to Brandy Smith at Binghamton University regarding changes to the general listserv (Career-L) that involve directors and/or individuals who are the only member from their institution.
 2. The Two-Year Director Liaison will determine if this change affects the two-year Directors' listserv and, if so, communicate that change to listserv Administrator, Brandy Smith at Binghamton University. bjsmith@binghamton.edu / (607) 777-2553.
 3. Agriculture and technical colleges, that confer both two and four year degrees, may determine which listserv (Two-Year or Four Year) to be placed on and may be placed on both list serves. They should be contacted by both the two-year and four-year director liaison board members to determine interest.
- d. CDODIR-L
- i. Four year directors may communicate at cdodir-l@listserv.binghamton.edu
 1. Additions/deletions from the listserv will be made in the following manner: The Membership Relations Board member will carbon copy the Four-Year Director Liaison on any communications to Brandy Smith regarding changes to the general listserv (Career-L) that involve directors and/or individuals who are the only member from their institution.
 2. The Four-Year Director Liaison will determine if this change affects the Four-year Directors' listserv and, if so, communicate that change to listserv Administrator, Brandy Smith at Binghamton University. bjsmith@binghamton.edu / (607) 777-2553.
 3. Agriculture and technical colleges, that confer both two and four year degrees, may determine which listserv (Two-Year or Four-Year) to be placed

on and may be placed on both list serves. They should be contacted by both the two year and four-year director liaison board members to determine interest.

- e. WEB SITE (<http://sunycdo.org/>)
 - i. The SUNYCDO website enables increased communication within the SUNYCDO membership while including information about the organization and its member institutions for external constituents and employers.
 1. Annual conference information will be available and accessible to members and non-members.
 2. Professional development opportunities, documents and webinars are available in the protected content of the site.
 3. SUNYCDO members may contact Michelle Mayo at mmayo@monroecc.edu to obtain their username and password.
- f. SURVEYS
 - i. If a committee and/or an individual wishes to survey the membership, please secure approval from the appropriate Board Liaison prior to survey administration.

SECTION VIII

CONFERENCES (BYLAWS - ARTICLE IX)

A. CONFERENCE PLANNING

- a. The SUNY Conference Vendor will solicit potential conference sites and forward Request For Proposals (RFP) to the site selection committee. The SUNY Conference Vendor will negotiate all contracts for the SUNYCDO Annual Conference.
- b. A manual detailing basic procedures, timelines, programming considerations, past contracts, etc. is passed from the outgoing Conference Chair to the incoming Conference Chair via a folder in DropBox. Updated information (e.g. hotel contracts, registration forms) should be added each year as a historical archive for future Conference Chairs.
- c. The annual conference is typically held the first or second week of June (Wed – Fri). The location of the annual conference moves throughout the State, so that over the course of four years, one annual conference will be held in each of CDO's four regions.

B. CONFERENCE GUESTS

- a. Family and friends of SUNYCDO members may attend the conference. Food and lodging rates will be determined by the host facility.
- b. Professional career services staff at non-SUNY colleges located near the conference site will be invited to attend the conference and will pay registration fees, food lodging expenses at guest rate.

C. VENDORS

- a. Appropriate vendors may attend the conference. (See P&P Sec 6 (D) above.)

SECTION IX

ARCHIVES

A. ARCHIVIST

The Board of Directors will appoint an active or emeritus member to serve as an archivist. This person will maintain the historical record of the organization and also maintain those documents necessary to ensure a smooth transition of governance from year to year.

B. RECORDS

- a. Records maintained by the Archivist may include president's log books, annual conference records, budgets, committee charges, relevant correspondence, board minutes, newsletters, photographs, and membership lists. The Archivist should contact the Technology Committee Chair a minimum of two times/year to provide appropriate, updated information for inclusion on the SUNYCDO web site.
- b. The Secretary/Treasurer will maintain an external hard-drive, as well as a folder in DropBox to keep records secure.

SECTION X

AFFILIATIONS AND CONSORTIUMS

SUNYCDO has no affiliations nor is it a member of any Consortium. Any affiliation and/or joining in a Consortium would require Board approval.

SECTION XI

AMENDMENTS TO POLICY AND PROCEDURE MANUAL

Any change to the Policy and Procedure manual is the responsibility of the President-Elect/Chair of the Policy & Procedure committee in conjunction with the Board.

SECTION XII

EMERITUS MEMBERSHIP CRITERIA

Candidates wishing to be considered for Emeritus status should submit nominations and supporting documentation (resume with SUNYCDO participation) to the Chair of the Emeritus Committee.

Criteria include:

1. Membership in SUNYCDO for a minimum of five (5) years AND
2. Service to SUNYCDO in three (3) of the following areas:
 - SUNYCDO officer
 - Board member
 - Committee chair
 - Committee member for at least one year
 - Annual conference presenter
 - Recipient of SUNYCDO annual award
 - Research that contributes to the SUNYCDO mission
 - Retirement from last position with emeritus rank granted by the nominee's employer

Section XIII: Strategic Planning Guidelines

A. Strategic Plan

SUNYCDO will adopt a culture of strategic planning to insure action items are meeting objectives and are in-line with the Organization's Mission and Vision.

The Board, with the assistance of the Long Range Planning Committee (LRPC), in consultation with the SUNY Strategic Planning Office, and with input from SUNYCDO members will review and revise the SUNYCDO Strategic Plan, at a minimum, every 5 years.

Strategic Plan Review should begin in June of the 4th year of the plan to allow up to 18 months for plan development. The strategic plan review process should begin in June of the following years: 2020, 2025, 2030, 2035, etc. The Board will adopt a new 5 year strategic plan by December of the 5th year of the plan: 2021, 2026, 2031, 2036, etc. If circumstances warrant, the Board can choose to begin the strategic plan review process and adopt a new plan prior to 5 years.

The Board, with the assistance of LRPC, may engage in the following activities to update and revise the Strategic Plan:

- Survey the general membership
- Strategic planning activities at Board meetings and Directors' meetings
- Strategic planning activities at the Annual Conference

B. Operational Plan

The SUNYCDO Board, with the assistance of the LRPC, will develop an operational plan to support the strategic plan on an annual basis. The operational plan will contain action items and objectives to support the strategic goals of SUNYCDO. Progress made on meeting operational plan objectives should be included in the annual report to the general membership.

Both the Strategic Plan and the annual Operational Plan will be placed on the Members Only section of SUNYCDO website.

Section XIV: Appendices

Appendix I

QUICK REFERENCE TO COMMITTEE INFORMATION

Name	Suggested # Mtgs	Location	# Members	Board Liaison	Sub-committees
Annual Conference	monthly	Varies		President-Elect	As needed
Awards	2	Varies	2-5	Professional Development Coord.	None
Conference Site Selection	3-4	In the region of the conference	2-6	President-Elect	None
Emeritus Membership	N/A	N/A	1	Member relations	None
Employer Relations		Varies		Employer Relations	REACH/Employer Engagement Day
Ethics & Legal Concerns	2	As decided by committee	3	President	None
External Audit Committee	1	In a central location	3-4	Secretary/Treasurer	None
Directory	None		1	Member Relations	None
Long Range Planning	2-4	Phone/e-mail	8-10	President-Elect	
Member Recruitment	3-4	Phone/e-mail	6	Member Relations	None
New Member (Mentoring)	1-3	Phone/e-mail	4	New Member-at-Large	None
Newsletter	4	Conference calls	Variable	Member Relations	None
Nominations and Elections		Varies	Desired #3	President-Elect	None
Policies and Procedures	1-3	Phone/e-mail	5	President-Elect	None
Pre-Conf. (Leadership)	1-3	Varies/phone and e-mail	3	President-Elect	None
Pre-Conf. (New Prof.)	1-3	Varies/conference calls and e-mail	3-5	Professional Development Coord.	None
Professional Development	1	In a central location	Min. of 5	Professional Development Coord.	None
Technology	2-6	Phone/e-mail/website		Technology Coordinator	

Appendix II
SUNYCDO CONFERENCE ROTATION

Four Regions:

1. Downstate
2. Western
3. Albany & North
4. Central

History & Future Planning:

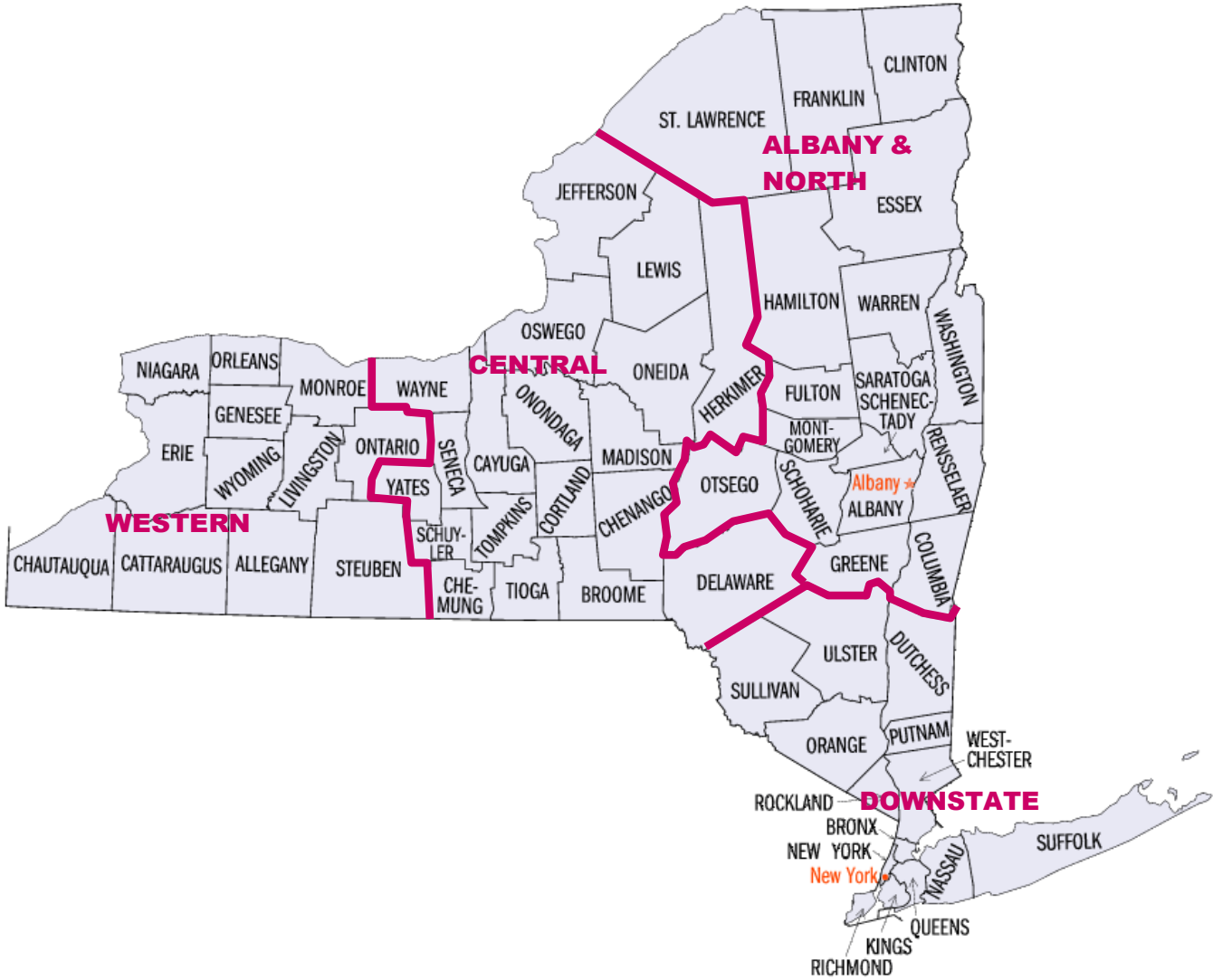
Every effort should be made to keep to the rotation unless there is a good reason to deviate from it. For example, we went to Albany in 2010 in order to have an enhanced presence near SUNY Central Administration in difficult times.

See Below for listing of all Conference Locations:

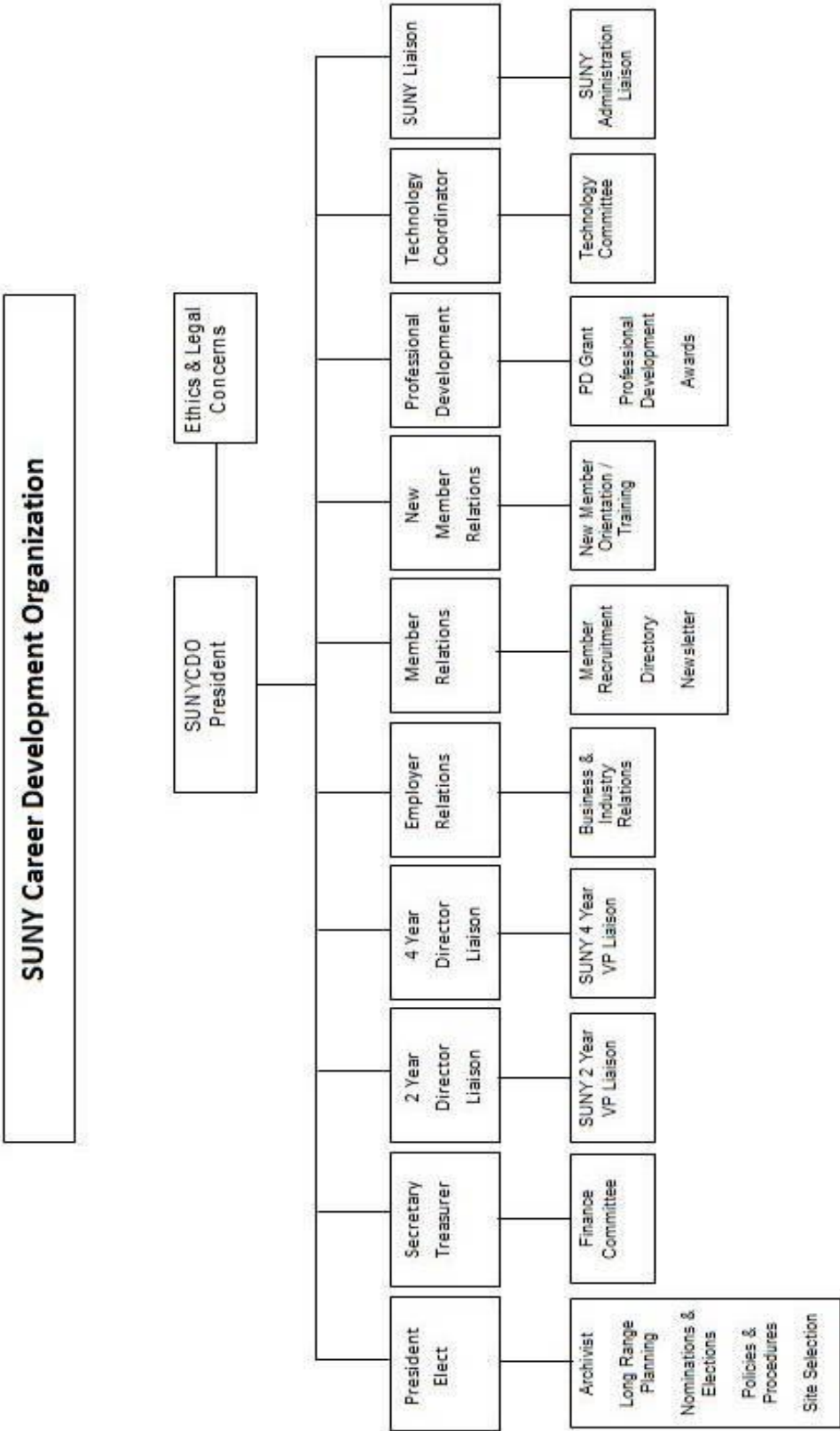
Year	Location	Theme
1977:	Cobleskill	
1978:	Raquette Lake	
1979:	Morrisville	
1980:	Cornell	
1981:	New Paltz	
1982:	Oswego	
1983:	Binghamton	
1984:	Buffalo State	
1985:	Plattsburgh	
1986:	Oneonta	
1987:	Fredonia	Through the Looking Glass
1988:	Geneseo	Career Services Connections- Fostering Essential Links
1989:	Lake Placid, Howard Johnson	
1990:	Alex Bay, Riveredge	
1991:	Oneonta (last year on a campus)	
1992:	Alex Bay, Riveredge	Back to Basics: Challenging our Thinking
1993:	Corning, Hilton	Help My Plate is Too Full: Managing the Menu
1994:	Alex Bay, Riveredge	Charting our Course for Excellence: Navigating the Currents of Change
1995:	Albany & North @ Lake Placid, Sun Spree Resort (first year of official rotation)	Projecting & Reflecting: Mirrored Through Career Education
1996:	Central @ Canandaigua, Inn on the Lake	Transition & Vision: Celebrating the Past... Creating the Future
1997:	Downstate @ Ellenville, Fallsview	Embracing Change... Soaring to New Horizons
1998:	Western @ Chautauqua, Atheneum	Beyond Reflection: Collaborative Learning for Professional Enrichment
1999:	Albany & North @ Saratoga, Holiday Inn	Managing Trends: Racing Toward the New Millennium
2000:	Central @ Geneva, Ramada Lakefront	Getting Connected
2001:	Downstate @ Kerhonkson, Hudson Valley Resort	Celebrating Tradition, Transition, Tomorrow
2002:	Western @ Grand Island, Holiday Inn	The Next 25 years: Dreams, Courage, Vision, Risk
2003:	Central @ Alexandria Bay, Riveredge Resort	Navigating Through Turbulent Times

2004:	Albany & North @ Lake Placid, Lake Placid Hilton	Winning Approaches
2005:	Downstate @ Kerhonkson, Hudson Valley Resort	Amazing Change Changing students, Services and Job Markets: Helping
2006:	Western @ Ellicottville, Holiday Valley	30 years of Reaching Out
2007:	Central @ Canandaigua, Inn on the Lake	Cruisin' with CDO
2008:	Albany & North @ Lake George, Fort William Henry	Looking Beyond the Horizon
2009:	Central @Watkins Glen, Harbor Hotel	Passion for Excellence
2010:	Albany & North @ Albany, Crowne Plaza	Capitalizing on Future Trends
2011:	Western @ Buffalo, Embassy Suites	35 years of Thinking outside the Herd
2012:	Downstate @ Danford's Hotel & Marina, Port Jefferson	Sound of Change
2013:	Central @ Greek Peak, Cortland, NY	Bringing it Back
2014:	Albany & North @ Lake George, Fort William Henry	Setting Sail Towards Excellence
2015:	Western @ Radisson Hotel Corning	New Directions
2016:	Downstate @ Tarrytown, Double Tree	There's No Place Like Home
2017:	Central @ Syracuse, Crowne Plaza	Horizons
2018:	Albany & North @ Lake Placid, Crown Plaza	
2019:	Western @ ?	
2020:	Downstate @ ?	

Appendix III
SUNYCDO REGIONAL MAP



**Appendix IV
SUNYCDO ORGANIZATIONAL CHART**



Appendix IV

Strategic Plan

SUNYCDO

Strategic Plan 2016 - 2021

Mission:

SUNYCDO facilitates dialogue and collaboration among SUNY career development professionals, SUNY System Administration and community partners to advance the career services profession and create strategic solutions that address the unique career development and applied learning needs of diverse SUNY constituencies.

Vision:

SUNYCDO will be the leader in professional growth, support, advocacy and engagement for the career services practitioners and educators of the State University of New York who inspire and empower individuals to make career decisions that lead to success.

1. Engagement with Membership

Goal Statement: Expand membership and foster a culture of engagement between SUNY schools and the organization for a sense of common purpose.

2. Engagement with Employers

Goal Statement: Leverage the size and diversity of SUNY schools to better engage employers to increase employment and experiential opportunities for our students.

3. Engagement with SUNY System

Goal Statement: Develop, build, and sustain consistent communication and consultation with SUNY System to gain increased visibility for career services and provide expertise on new and continuing initiatives that benefit our students.

4. Fiscal Responsibility & Revenue Generation

Goal Statement: Insure consistent, sustainable, diversified revenue streams to support the organization's purpose.

5. Technology

Goal Statement: Use technology creatively to build a more cohesive membership and to support our work with students and employers.