



# **CNME OPERATIONS MANUAL**

April 2021

## CNME OPERATIONS MANUAL – Draft1

### Introduction

This operations manual is intended to address three needs:

- To provide a roadmap to someone serving in the Executive Director (ED) capacity, whether in an interim/acting capacity due to an emergency or as part of regular transition when a current ED leaves the position.
- To provide detailed information on the job responsibilities of the ED, as well as the two other CNME staff positions: the part-time CNME Administrative Assistant position and the independent contractor Bookkeeper position.
- To provide contact information, links to resources, and other information needed to access materials and contact people who provide services to the CNME.

### Key Contacts in an Emergency

The Following are the key contacts for anyone who assumes the Executive Director position, whether in an acting or permanent capacity:

- **Bookkeeper:** Jean Jenkauskas; [jaheba@myfairpoint.net](mailto:jaheba@myfairpoint.net); 802- 644-5048
- **Administrative Assistant:** Michelle Manto; [cnmegb@hotmail.com](mailto:cnmegb@hotmail.com); 413-464-1910
- **CNME Website Company:** Ben Stutzman; [ben@eyedart.com](mailto:ben@eyedart.com); 574-312-5677
- **CNME Residency Database Co. & Website Host:** Megram Consulting Services Ltd.; [megram@megram.com](mailto:megram@megram.com); 613-432-9491
- **Accounting Firm:** Smith Watson & Co. LLP; 413 664 4650
- **US Dept. of Education Staff Analyst:** Elizabeth Daggett; [Elizabeth.Daggett@ed.gov](mailto:Elizabeth.Daggett@ed.gov); 202-453-6190
- **Office Landlord:** Berkshire Bank; Peter Merwin; V.P. Facilities; [pmerwin@berkshirebank.com](mailto:pmerwin@berkshirebank.com); 413-236-3307
- **Insurance Agency (worker's comp, directors' & officers' liability, general liability):** Toole Insurance Agency; [info@tooleinsurance.com](mailto:info@tooleinsurance.com); 413-243-0089
- **Executive Director's spouse (in the event of the current ED's death or incapacity):** Trice Atchison; [triceatchison@verizon.net](mailto:triceatchison@verizon.net); 413-429-6042

### Accessing Documents, Account Information, Etc.

In the event that a new/acting ED needs access to (i) written and electronic documents and files, and (ii) account information for bank accounts, phone lines, office lease, etc., the CNME bookkeeper and administrative assistant will be able to provide assistance as follows:

- All of the main CNME records and documents (e.g., records related to the accredited programs, documents pertaining to board meetings, documents and templates related to evaluation visits, etc.) can be accessed in several way: (i) via the members' only sections of the CNME website (see below for more information) **[NOTE: THIS IS IN DEVELOPMENT]**, (ii) from the ED's and

Administrative Assistant's computers, (iii) from the CNME's cloud storage service Carbonite (see bulleted item below), and (iv) from CNME's hardcopy files in the ED's office.

- The administrative assistant has a key to the ED's office, where hardcopies of USDE-required documents and other materials (e.g., ND program annual reports) are kept. Apart from that, there are some office supplies, old office furniture, and an ancient phone and printer that would not be worth moving.
- The administrative assistant and ED both maintain electronic versions of USDE-required documents on their computers, as well as a range of other documents needed for the operation of the agency, such as materials related to evaluation visits.
- The ED maintains CNME documents on the CNME laptop computer (Lenovo ThinkPad) in the "CNME" folder, which is in the "Documents" folder. The computer's login code is "1813"; the ED's spouse can provide access to the computer; note that any non-CNME materials would need to be deleted from the computer if the CNME wished to provide the computer to a new ED.
- All of the CNME electronic files can be retrieved from the cloud service Carbonite; the username is [danseitz@verizon.net](mailto:danseitz@verizon.net); the login password is "Presence13!".
- Any current phone voicemail messages can be retrieved from the ED's office phone line by calling 413-528-0065 and entering the PIN "1313".
- The CNME bookkeeper can provide all banking, finance and other information pertaining to revenues and expenditures (e.g., office and mobile phone accounts).

### **CNME Publications and Other Written Materials**

CNME publishes and maintains a wide variety of materials for multiple purposes, including: (i) information for the public; (ii) standards, policies and procedures pertaining to ND programs and the CNME board of directors; (iii) information pertaining to the conduct of evaluation visits; (iv) internal CNME records (e.g., board directory); annual report forms and related materials; materials related to the CNME-recognized residency programs; (v) previously issued letters and other documents that can serve as templates for use in current situations; and so on. Many of these materials are available through the members' only sections of the CNME website **[CURRENTLY UNDER DEVELOPMENT]**, including:

1. Current edition of the CNME Handbook of Accreditation
2. Current edition of the Residency Handbook
3. Current and past Board Directories
4. Current Board Committees
5. Recent Council Meeting Agendas, Materials and Minutes
6. Recent Committee meeting minutes
7. Recent Budget and Year-End Finance Reports
8. Current versions of Evaluation Team Materials
9. ND program Annual Report Review Materials
10. Recent ND program annual reports
11. School-related materials

## Advice for Getting Oriented

Because of the small size of the CNME, the Executive Director is responsible for a wide range of responsibilities in relation to larger accrediting agencies. This means that anyone new to the ED position will need to quickly familiarize himself/herself with the agency in order to carry out the various job functions. The following are several suggested steps for getting up to speed as quickly as possible:

- Review the entire CNME *Handbook of Accreditation* in order to become familiar with CNME standards, policies and procedures. To remain in good standing with the USDE as a recognized accrediting agency, the CNME must always carefully and consistently observe its standards, policies and procedures.
- Review the ED, Administrative Assistant and Bookkeeper job descriptions (see Appendices A, B and C); together these job descriptions outline all of the tasks that must be accomplished, either periodically or routinely.
- Review the Administrative Assistant's calendar of activities (see Appendix D). The ED works closely with the AA throughout the year to address routine activities that occur at regular times (e.g., updating the board directory, sending out information reports, processing annual reports) and activities that occur periodically (e.g., conducting a reaccreditation site visit, drafting an application for USDE re-recognition); the calendar will provide information on what tasks/activities are likely to be most pressing.
- Review the bookkeeper's Letter of Instructions re Financial Management (Appendix E); this provides detailed information on accessing information regarding CNME bank accounts, financial records, etc.
- Check the CNME website and touch base with the AA to find out whether there are any upcoming accreditation site visits scheduled, focused reports due, or other ND program-related matters that may need the ED's more immediate attention. Accreditation-related decisions are a key responsibility of the CNME board and they are generally addressed in accordance with a multiyear timeline.
- Review the meeting agendas, materials and minutes for the most recent spring and fall board meetings; much of the work of the Council is accomplished during these two regular meetings, and the most recent agendas provide a good starting place for planning a future meeting.

Good luck!

## **APPENDIX A**

### **COUNCIL ON NATUROPATHIC MEDICAL EDUCATION EXECUTIVE DIRECTOR JOB DESCRIPTION**

#### **Education Requirements for Position**

Preferred:

- Doctoral degree and/or law degree

#### **Professional Experience Requirements for Position**

Preferred:

- Leadership experience with a USDE-recognized accrediting agency
- Leadership experience in higher education
- Experience with administrative law and/or regulatory processes
- Leadership experience in the non-profit sector, including experience with board governance and administrative management
- Experience related to alternative/complementary/integrative medical fields

#### **Required Skills and Abilities**

- Excellent written communication skills
- Excellent verbal communication skills
- Ability to build positive working relationships with a wide variety of stakeholders, including: CNME board members; ND program faculty, staff and students; leadership of federal, state and provincial naturopathic organizations (AANMC, AANP, CAND, NABNE, etc.); and USDE staff and other federal agencies
- Ability to rapidly and effectively respond to inquiries from potential students, ND graduates and residents, interested members of the public, regulators, reporters, and others seeking information on naturopathic medicine education and related topics
- Excellent group facilitation skills
- Excellent strategic planning skills
- Excellent problem-solving ability; ability to deal effectively with non-routine, undefined and/or evolving situations
- Ability to prioritize tasks and projects
- Ability to work effectively and independently without direct supervision
- Financial management ability, including developing and managing budgets and understanding financial audits and reports

- Ability to oversee/direct/advise/orient staff, consultants, and CNME volunteers

### **Specific Job-Related Responsibilities and Functions**

The executive director serves as the chief executive officer of the Council on Naturopathic Medical Education and is responsible for the overall management and administration of the Council. As the CEO, the executive director is under the direction and is responsible to the CNME Board of Directors as a whole.

Specifically, the executive director is responsible for carrying out the following:

1. Obtaining all required permits, business registrations, professional occupation licenses, or otherwise, that may be required by any and all applicable state law or local government ordinances for ongoing operation of the Council, and for ensuring that the Council remains in good standing in regard to all regulatory requirements pertaining to the Council's operations.
2. Obtaining directors' and officers' liability insurance coverage for CNME board members and the executive director, and bonding for the Council's bookkeeper, treasurer and executive director, if directed by the board. And obtaining other insurance policies (e.g., liability) as may be useful or required.
3. Remaining well-informed of and ensuring the Council's strict compliance with:
  - a. laws and regulations that apply to accrediting agencies recognized by the U.S. Secretary of Education;
  - b. laws and regulations that apply to corporations recognized by the U.S. Internal Revenue Service as 501(c)(3) organizations;
  - c. laws and regulations for corporations organized under the District of Columbia Non-profit Act, and;
  - d. the Council's own governing documents, policies and procedures.
4. Serving as the Council's primary contact for CNME-accredited and candidate ND programs and programs seeking accreditation, and for recognized residency sponsors and those seeking recognition.
5. Providing advice to colleges and programs on compliance with standards and policies, as well as on required submissions to the Council (e.g., self-study reports, annual and focused reports, substantive change applications).

6. Serving as the Council's liaison with U.S. and Canadian federal and state/provincial governmental agencies—and other organizations—with which the Council interacts.
7. Serving as the Council's liaison with various national, state/provincial and other naturopathic medical organizations and associations, and providing information on CNME accreditation to legislative bodies and state/provincial associations to support licensure initiatives and address other issues that may arise. Attending meetings of the U.S. Naturopathic Coordinating Council, Canadian Naturopathic Coordinating Council and other organizations as needed.
8. Reviewing all applications for consideration, candidacy and accreditation self-study reports, annual reports, focused/interim reports, and other submissions from ND programs for completeness and responsiveness. Providing guidance to the Council on the content of ND program submissions and feedback to programs regarding deficiencies in submissions.
9. Organizing and providing administrative support to the Council's on-site evaluation teams responsible for conducting visits to naturopathic medicine programs and residency programs, and participating in on-site visits. Advising evaluation teams on issues related to the standards and on-site visit protocol, and revising evaluation team reports to ensure clarity, accuracy and consistency.
10. Organizing, coordinating, and drafting agendas and compiling materials for the Council's board and committee meetings, and serving in an advisory capacity to the board and committees. Identifying issues to present to the board. Assisting the board in formulating decisions, including providing options and drafting motions.
11. Revising and updating the Council's publications and website to reflect accreditation decisions, revisions of standards and policies, or other changes due to Council actions.
12. Maintain and update as needed a CNME operations manual; ensure that at least one board member is trained to serve as executive director in the event of an emergency.
13. Engaging in fundraising as may be necessary to meet the financial needs of the Council. (Note that currently the CNME does not engage actively in fundraising.)
14. Revising the Council's accreditation standards, residency program requirements, policies and procedures, and the Council's bylaws, as

circumstances may necessitate, for presentation to the Council for review and approval.

15. Ensuring that the Council addresses any formal complaints against an accredited program or itself in accordance with its complaint policies.
16. Drafting periodic US Dept. of Education applications for renewal of recognition as an accrediting agency; gathering/drafting documentation required by USDE; consulting with legal counsel, as needed, to ensure compliance with USDE regulations; representing the Council at USDE/NACIQI hearings and in communications with USDE staff; and, generally, remaining well informed about changes in USDE regulations and political trends that may impact the Council.
17. Assisting in designing, organizing and coordinating the Council's periodic evaluator training program, and participating in instructional activities as needed.
18. Serving along with the Council president as a chief spokesperson for the Council.
19. Replying in a timely manner to inquiries from prospective naturopathic students and the general public.
20. Being well-informed on the Council's requirements, policies, and standards affecting accredited and candidate colleges and programs, and recognized residency sponsors.
21. Preparing and distributing the minutes of board and committee meetings, and certain other meetings, in a timely fashion.
22. Working with the nominations committee to solicit nominations for open board seats from various stakeholders; providing information to potential board members regarding the roles and responsibilities of board members; ensuring that board membership is maintained in accordance with the CNME bylaws and policies, as well as US Dept. of Education requirements.
23. Maintaining in a systematic manner the Council's records, including correspondence, reports that the Council issues, reports that the Council receives, minutes of board and committee meetings, and financial records; ensuring that CNME's record-keeping practices comply with US Dept. of Education regulations.
24. Representing the Council at meetings of the Association of Specialized and Professional Accreditors (ASPA) and the Council for Higher Education



- Accreditation; reviewing ASPA and CHEA publications to be informed of trends in higher education accreditation relevant to the work of the Council.
25. Carrying out in a timely manner the decisions of the Council's board of directors, executive committee, and Council committees.
  26. Developing an annual budget for review by the board, arranging for periodic financial reports, and monitoring revenues and expenditures. Arranging for annual audits and financial reviews, and providing the auditor with all necessary documents and information.
  27. Purchasing equipment and services as needed, and reviewing and approving invoices for payment.
  28. Ensure that the CNME board is well-informed of external and internal developments related to CNME mission and activities.
  29. Supervising—and being responsible for ensuring the quality of—the work of an administrative assistant, bookkeeper, and any other clerical or support staff, whether hired as a regular employee or independent contractor.
  30. In partnership with the Committee on Post-graduate Naturopathic Medical Education (CPNME), drafting revisions/additions to CNME's residency standards, policies and procedures as may be needed; ensuring that CNME's process for regulating residencies is carried out systematically in accordance with CNME's/CPNME's standards, policies and procedures; overseeing the CNME administrative assistant's management of the residency database and issuance of residency certificates to ensure accuracy and timely updates; working with the database creator to implement changes, as needed, to improve the database functionality.

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## **APPENDIX B**

### **CNME ADMINISTRATIVE ASSISTANT JOB DESCRIPTION**

#### ***Qualifications***

Good writing skills, organizational skills and interpersonal skills; experienced with and ability in using computers and managing databases (including Microsoft Word and Excel), and ability to learn and work effectively with custom databases.

Good problem-solving ability, and ability to proactively initiate, carry out and bring to completion in a timely manner projects and tasks based on experience handling CNME work and knowledge of CNME's policies and procedures.

#### ***Work Hours and Location***

The administrative assistant generally works 40 hours per month (10 hours per week), either at his/her own office and/or at the CNME office, as determined by the executive director (ED) in consultation with the administrative assistant. With the ED's prior approval, the administrative assistant may work additional hours on a temporary basis to address an unusually heavy workload.

#### ***Work Equipment and Supplies***

For work performed at his/her own office, the administrative assistant provides the necessary office equipment unless another arrangement is approved by the executive director. For work performed at the CNME office, CNME provides equipment as needed. CNME provides and/or reimburses the administrative assistant for supplies used in CNME work-related tasks.

#### ***Job Responsibilities***

The CNME Administrative Assistant reports to the Executive Director, and assists the ED in carrying out the work of the Council. The Administrative Assistant's specific duties include:

1. Handle correspondence and emails, and provide materials, as directed by the ED.
2. Make hotel and other arrangements for Board meetings.
3. Gather, copy, assemble and distribute materials for Board meetings.
4. Assist the ED in scheduling Board, committee and other meetings.
5. Assist in organizing site visits:
  - Make hotel and other arrangements for site visits.
  - Coordinate arrangements with the institution's logistics contact
  - Compile team member contact information
  - Gather, copy, assemble and distribute materials to site visitors.
  - Upload documents to Dropbox
  - Assist ED in formatting site team reports
  - Print and mail copies of site team reports to the institution.

- Update the CNME website regarding CNME accreditation decisions
- 6. Provide materials via Dropbox and other electronic means, as needed.
- 7. Update files and records, including electronic records such as the institutional member records, in a timely manner; periodically review records to ensure they are current and complete.
- 8. Send out (via mail and/or email) mass mailings, such as public notices and information reports.
- 9. Help verify that the ND program annual reports are complete and made available to Board members for review.
- 10. Maintain records of outstanding recommendations and areas of interest pertaining to accredited ND programs.
- 11. Update CNME publications and website as directed by the ED; contact the webmaster as needed.
- 12. Maintain and update two members' only sections of the CNME website: one for board members and one for site visitors.
- 13. Assist the ED in gathering materials for submission to the US Dept. of Education.
- 14. Update, expand and manage the CNME residency database and other databases.
- 15. Respond to phone inquiries, as delegated by the ED.
- 16. Respond to information requests of Board members and the public.
- 17. Regularly backup computer files and ensure their security and completeness.
- 18. Seek information and conduct research as directed by the ED.
- 19. Update the CNME board directory and evaluator list, as needed.
- 20. Arrange for printing of reports, publications, etc., as needed.
- 21. Purchase office supplies and equipment, and arrange for repair of any CNME equipment.
- 22. Format reports drafted by ED, evaluation teams and others as directed by the ED.
- 23. Assemble materials needed by the auditing firm, as directed by the ED.
- 24. Print out and mail certificates of completion for residents; handle inquiries and requests from residents and NDs who have completed residencies; contact residency directors to verify information when questions arise; verify that certificate fees have been paid.
- 25. Provide monthly written reports to ED summarizing work performed.
- 26. Provide regular accounting of CNME-related expenditures to the ED and CNME bookkeeper.
- 27. On behalf of ED, maintain record of deadlines or dates by which key tasks should be initiated or completed.
- 28. File documents as needed; remove outdated files; ensure that files are maintained in accordance with CNME's policy on document maintenance.
- 29. Other duties as assigned by the ED.

## APPENDIX C

### CNME BOOKKEEPER JOB DESCRIPTION

#### Job Responsibilities

To manage its finances and maintain its financial records, CNME utilizes on a contractor basis a full-service Bookkeeper who reports to the Executive Director.

The Bookkeeper is responsible for:

- Maintaining a coherent system of accounts, with a supporting filing system
- Recording and processing payments for expenses approved by the Executive Director
- Preparing Institutional Dues invoices annually and other invoices as needed
- Depositing payments
- Reconciling bank, credit card, and petty cash accounts
- Monitoring cash levels and facilitating management of CNME's reserve funds
- Creating financial statements and related financial reports
- Collecting information as needed for the annual audit or review
- Providing an accountant's transfer (.qbx) file and other information as needed for end-of-year tax preparation
- Facilitating signatory change processes (re: election of new officers)
- Liaising with outsourced payroll service and monitoring all payroll transactions and reports; collecting information for annual Workers' Compensation Insurance audit; monitoring Labor Law compliance
- Annual preparation of Forms 1099, 1096
- Automating bill paying, where possible, to facilitate payment of routine expenditures
- Researching provider options (e.g., telephone/internet services) to reduce expenses; negotiating lower contract rates
- Researching low-risk investment options for the CNME reserves to maximize interest income
- Other functions at the request of the Executive Director (financial analyses, projections, etc.).

#### Professional Qualifications

Formal coursework and/or a degree in business, finance or related field; proficiency with QuickBooks Pro and Microsoft Office products; knowledge of internal controls; and excellent organizational skills, including attention to detail, high level of accuracy, and the ability to work independently.

## Appendix D

### Annual Calendar of Administrative Assistant's Tasks & Activities

#### Introduction

Many of the tasks and activities of the CNME are carried out routinely over the course of each year at set times of the year, with some degree of flexibility (e.g., the CNME board customarily meets each spring and fall, but may also meet at other times as needed). The following is an outline by month of the routine tasks and activities of the Administrative Assistant, who works in close collaboration with the Executive Director.

#### January

- Information Report/Public Notice
  - Update and confirm contact information on mail and email list.
  - Prepare and send Information Report/Public Notice to institutions, associations, and governmental agencies.
  - *Archive two years*
- Update mileage rate on CNME expense voucher for use by BOD
- Review and update USDE Database (DAPIP)
  - Review and update
  - Confirm institution information.
  - Confirm institution accreditation information.
- Review, update, expand and manage CPNME Portal – semester change.
  - Review institution
    - *Master documents, affiliation agreements*
  - Residents (residency site and anticipated year of graduation)
    - *Contact schools for current resident list.*
    - *Contact schools for status of previous year's residents.*
    - *Contact schools for resident graduate list.*
  - Residency Sites
    - *Master documents, affiliation agreements*
  - Contact residency directors as needed.
- Review and update Evaluator List
  - Confirm credentials, employment, date of graduation and email for each evaluator.
  - *Archive two years*
- Update Handbooks
  - Accreditation Handbook
  - Residency Handbook
  - *Archive two years*
- Files and records
  - Office filing as needed.
  - Update, including electronic records.
  - Review records to ensure they are current and complete.

- Banking
  - Balance petty cash account
  - Reconcile petty cash account with bookkeeper.
  - Provide regular accounting of CNME-related expenditures to the ED and CNME bookkeeper.
- Organize and maintain the board-only and evaluator-only sections of the CNME website.
- Process CPNME residency certificates
  - Print out and mail certificates of completion for residents.
  - Handle inquiries and requests from residents and NDs who have completed residencies.
  - Verify that certificate fees have been paid.
  - Confirm residency site information provided by resident.
  - Update Access database
  - Update CPNME portal
- Provide two written reports to ED (in a format provided by or approved by the ED) summarizing work performed.

## **February**

- Annual School Reports from all schools
  - Verify that annual reports are complete (annual reports, catalogs, financials)
  - Contact schools for missing materials.
  - Upload, update and create Dropbox folders for annual reports.
  - Upload documents to Dropbox, make available to BOD.
  - *Archive two years*
- Upload, update and create other Dropbox folders per ED request.
- Annual Report Reviewer assignments
  - Update and reconcile residency site information from Bastyr, CCNM, NUNM and SCNM on the CPNME portal with information on the CNME spreadsheet.
  - Compile list of sites not reviewed in past 3-5 years.
  - Send draft to ED for review.
  - Email BOD with list of sites to review.
  - *Archive two years*
- Every two years, renew filing with DC Department of Consumer and Regulatory Affairs, Corporation Division
- Banking
  - Balance petty cash account
  - Reconcile petty cash account with bookkeeper.
  - Provide regular accounting of CNME-related expenditures to the ED and CNME bookkeeper.
- Process CPNME residency certificates
  - Print out and mail certificates of completion for residents.
  - Handle inquiries and requests from residents and NDs who have completed residencies.
  - Verify that certificate fees have been paid.
  - Confirm residency site information provided by resident.
  - Update Access database
  - Update CPNME portal

- Provide two written reports to ED (in a format provided by or approved by the ED) summarizing work performed.

### **March**

- Prepare for semi-annual meeting.
  - Gather, copy, assemble and distribute materials for Board meetings.
    - Meeting binders
    - Order supplies
    - Mail to BOD
    - Upload to Dropbox
  - Compile BOD travel itineraries
  - Handle hotel logistics
    - Reservations (arrival dates, departure dates, confirmation numbers)
    - Hotel contact information
    - Special requests
    - Shuttle and transportation
    - Conference room (table and chair set up, AV orders)
    - Food and beverage menus
- CPNME Portal annual backup
  - Remind residency directors to upload documents by June 30<sup>th</sup>.
    - *Update residency sites, master documents and resident lists*
    - *Upload and/or refresh documents for schools and residency sites*
  - *Schedule back up with webmaster*
- Poll BOD for October annual meeting dates
- Banking
  - Balance petty cash account
  - Reconcile petty cash account with bookkeeper.
  - Provide regular accounting of CNME-related expenditures to the ED and CNME bookkeeper.
- Process CPNME residency certificates
  - Print out and mail certificates of completion for residents.
  - Handle inquiries and requests from residents and NDs who have completed residencies.
  - Verify that certificate fees have been paid.
  - Confirm residency site information provided by resident.
  - Update Access database
  - Update CPNME portal
- Provide two written reports to ED (in a format provided by or approved by the ED) summarizing work performed.

### **April**

- Prepare for semi-annual meeting.
  - Gather, copy, assemble and distribute materials for Board meetings.
    - Meeting binders
    - Order supplies
    - Mail to BOD

- Upload to Dropbox
  - Compile BOD travel itineraries
  - Handle hotel logistics
    - Reservations (arrival dates, departure dates, confirmation numbers)
    - Hotel contact information
    - Special requests
    - Shuttle and transportation
    - Conference room (table and chair set up, AV orders)
    - Food and beverage menus
- Files and records
  - Office filing as needed.
  - Update, including electronic records.
  - Review records to ensure they are current and complete.
  - Two cycles of visits
  - Ten years of annual reports
- Banking
  - Balance petty cash account
  - Reconcile petty cash account with bookkeeper.
  - Provide regular accounting of CNME-related expenditures to the ED and CNME bookkeeper.
- Organize and maintain the board-only and evaluator-only sections of the CNME website.
- Process CPNME residency certificates
  - Print out and mail certificates of completion for residents.
  - Handle inquiries and requests from residents and NDs who have completed residencies.
  - Verify that certificate fees have been paid.
  - Confirm residency site information provided by resident.
  - Update Access database
  - Update CPNME portal
- Provide two written reports to ED (in a format provided by or approved by the ED) summarizing work performed.

## May

- Prepare for semi-annual meeting.
  - Gather, copy, assemble and distribute materials for Board meetings.
    - Meeting binders
    - Order supplies
    - Mail to BOD
    - Upload to Dropbox
  - Compile BOD travel itineraries
  - Handle hotel logistics
    - Reservations (arrival dates, departure dates, confirmation numbers)
    - Hotel contact information
    - Special requests
    - Shuttle and transportation
    - Conference room (table and chair set up, AV orders)



- Food and beverage menus
- Review and update USDE Database (DAPIP)
  - Review and update
  - Confirm institution information.
  - Confirm institution accreditation information.
- CPNME Portal annual backup
  - Remind residency directors to upload documents by June 30<sup>th</sup>.
    - *Update residency sites, master documents and resident lists*
    - *Upload and/or refresh documents for schools and residency sites*
  - Confirm with webmaster.
- Banking
  - Balance petty cash account
  - Reconcile petty cash account with bookkeeper.
  - Provide regular accounting of CNME-related expenditures to the ED and CNME bookkeeper.
- Process CPNME residency certificates
  - Print out and mail certificates of completion for residents.
  - Handle inquiries and requests from residents and NDs who have completed residencies.
  - Verify that certificate fees have been paid.
  - Confirm residency site information provided by resident.
  - Update Access database
  - Update CPNME portal
- Provide two written reports to ED (in a format provided by or approved by the ED) summarizing work performed.

## June

- Review May meeting minutes
  - Update files and records
  - *Archive two years*
- Annual Report Review Letters - after May meeting
  - Inform schools via correspondence of the results following the review of annual reports.
  - *Archive two years*
- Annual Report Review Forms – after May meeting
  - Update forms for all schools
  - *Archive two years*
- Institutional Member Records – after May meeting
  - Update forms for all schools
  - *Archive two years*
- USDE Spreadsheet – after May meeting
  - Maintain and update spreadsheet on accredited programs on outstanding recommendations and areas of interest.
  - Update forms for all schools
  - *Archive two years*
- Update website – after semi-annual meeting
  - Update BOD directory as needed.

- Update/confirm contact information.
- Update institution information
  - Contact
  - Accreditation information
- Update BOD directory – after semi-annual meeting
  - *Archive two years*
- Update BOD outlook contacts information
- CPNME Portal annual backup
  - Final reminder to residency directors to upload documents by June 30<sup>th</sup>.
    - *Update residency sites, master documents and resident lists*
    - *Upload and/or refresh documents for schools and residency sites*
  - Email webmaster to perform backup, wait for confirmation.
  - Confirm portal is archived.
- Banking
  - Balance petty cash account
  - Reconcile petty cash account with bookkeeper.
  - Provide regular accounting of CNME-related expenditures to the ED and CNME bookkeeper.
- Process CPNME residency certificates
  - Print out and mail certificates of completion for residents.
  - Handle inquiries and requests from residents and NDs who have completed residencies.
  - Verify that certificate fees have been paid.
  - Confirm residency site information provided by resident.
  - Update Access database
  - Update CPNME portal
- Provide two written reports to ED (in a format provided by or approved by the ED) summarizing work performed.
- Files and records
  - Office filing as needed.
  - Update, including electronic records.
  - Review records to ensure they are current and complete.
  - Two cycles of visits
  - Ten years of annual reports

## July

- Update CPNME portal residency site and supervisor spreadsheet
  - Reconcile information with that on CPNME portal.
  - Confirm status of residency sites.
  - Contact residency directors with questions.
- Review, update, expand and manage CPNME Portal – June end of semester, end of year.
  - Review institution
    - *Master documents, affiliation agreements*
  - Residents (residency site and anticipated year of graduation)
    - *Contact schools for current resident list.*
    - *Contact schools for status of previous year's residents.*

- *Contact schools for resident graduate list.*
  - Residency Sites
    - *Master documents, affiliation agreements*
  - Contact residency directors as needed.
- CPNME Portal annual backup
- Banking
  - Balance petty cash account
  - Reconcile petty cash account with bookkeeper.
  - Provide regular accounting of CNME-related expenditures to the ED and CNME bookkeeper.
- Process CPNME residency certificates
  - Print out and mail certificates of completion for residents.
  - Handle inquiries and requests from residents and NDs who have completed residencies.
  - Verify that certificate fees have been paid.
  - Confirm residency site information provided by resident.
  - Update Access database
  - Update CPNME portal
- Provide two written reports to ED (in a format provided by or approved by the ED) summarizing work performed.

### August

- Prepare for annual meeting.
  - Gather, copy, assemble and distribute materials for Board meetings.
    - Meeting binders
    - Order supplies
    - Mail to BOD
    - Upload to Dropbox
  - Compile BOD travel itineraries
  - Handle hotel logistics
    - Reservations (arrival dates, departure dates, confirmation numbers)
    - Hotel contact information
    - Special requests
    - Shuttle and transportation
    - Conference room (table and chair set up, AV orders)
    - Food and beverage menus
- Poll BOD for May semi-annual meeting dates
- Banking
  - Balance petty cash account
  - Reconcile petty cash account with bookkeeper.
  - Provide regular accounting of CNME-related expenditures to the ED and CNME bookkeeper.
- Organize and maintain the board-only and evaluator-only sections of the CNME website.
- Process CPNME residency certificates
  - Print out and mail certificates of completion for residents.
  - Handle inquiries and requests from residents and NDs who have completed residencies.

- Verify that certificate fees have been paid.
- Confirm residency site information provided by resident.
- Update Access database
- Update CPNME portal
- Provide two written reports to ED (in a format provided by or approved by the ED) summarizing work performed.

## **September**

- Prepare for annual meeting.
  - Gather, copy, assemble and distribute materials for Board meetings.
    - Meeting binders
    - Order supplies
    - Mail to BOD
    - Upload to Dropbox
  - Compile BOD travel itineraries
  - Handle hotel logistics
    - Reservations (arrival dates, departure dates, confirmation numbers)
    - Hotel contact information
    - Special requests
    - Shuttle and transportation
    - Conference room (table and chair set up, AV orders)
    - Food and beverage menus
- Review and update USDE Database (DAPIP)
  - Review and update
  - Confirm institution information.
  - Confirm institution accreditation information.
- Files and records
  - Office filing as needed.
  - Update, including electronic records.
  - Review records to ensure they are current and complete.
  - Two cycles of visits
  - Ten years of annual reports
- Banking
  - Balance petty cash account
  - Reconcile petty cash account with bookkeeper.
  - Provide regular accounting of CNME-related expenditures to the ED and CNME bookkeeper.
- Process CPNME residency certificates
  - Print out and mail certificates of completion for residents.
  - Handle inquiries and requests from residents and NDs who have completed residencies.
  - Verify that certificate fees have been paid.
  - Confirm residency site information provided by resident.
  - Update Access database
  - Update CPNME portal
- Provide two written reports to ED (in a format provided by or approved by the ED) summarizing work performed.

## October

- Prepare for annual meeting.
  - Gather, copy, assemble and distribute materials for Board meetings.
    - Meeting binders
    - Order supplies
    - Mail to BOD
    - Upload to Dropbox
  - Compile BOD travel itineraries
  - Handle hotel logistics
    - Reservations (arrival dates, departure dates, confirmation numbers)
    - Hotel contact information
    - Special requests
    - Shuttle and transportation
    - Conference room (table and chair set up, AV orders)
    - Food and beverage menus
- Review, update, expand and manage CPNME Portal – September beginning of semester, beginning of year.
  - Review institution
    - *Master documents, affiliation agreements*
  - Residents (residency site and anticipated year of graduation)
    - *Contact schools for current resident list.*
    - *Contact schools for status of previous year's residents.*
    - *Contact schools for resident graduate list.*
  - Residency Sites
    - *Master documents, affiliation agreements*
  - Contact residency directors as needed.
- Banking
  - Balance petty cash account
  - Reconcile petty cash account with bookkeeper.
  - Provide regular accounting of CNME-related expenditures to the ED and CNME bookkeeper.
- Process CPNME residency certificates
  - Print out and mail certificates of completion for residents.
  - Handle inquiries and requests from residents and NDs who have completed residencies.
  - Verify that certificate fees have been paid.
  - Confirm residency site information provided by resident.
  - Update Access database
  - Update CPNME portal
- Provide two written reports to ED (in a format provided by or approved by the ED) summarizing work performed.

## November

- Information Report/Public Notice
  - Update and confirm contact information on mail and email list.

- Prepare and send Information Report/Public Notice to institutions, associations, and governmental agencies.
  - *Archive two years*
- Files and records-after annual meeting
  - Office filing as needed.
  - Update, including electronic records.
  - Review records to ensure they are current and complete.
- Review October meeting minutes
  - Update files and records
  - *Archive two years*
- Annual Report Review Letters
  - Inform schools via correspondence of the results following the review of annual reports.
  - *Archive two years*
- Annual Report Review Forms
  - Update forms for all schools
  - *Archive two years*
- Institutional Member Records
  - Update forms for all schools
  - *Archive two years*
- USDE Spreadsheet
  - Maintain and update spreadsheet on accredited programs on outstanding recommendations and areas of interest.
  - Update forms for all schools
  - *Archive two years*
- Update website – after annual meeting
  - Update BOD directory as needed.
  - Update/confirm contact information.
  - Update institution information
    - Contact
    - Accreditation information
- Update BOD directory – after semi-annual meeting
- Update BOD outlook contacts information
- Banking
  - Balance petty cash account
  - Reconcile petty cash account with bookkeeper.
  - Provide regular accounting of CNME-related expenditures to the ED and CNME bookkeeper.
- Process CPNME residency certificates
  - Print out and mail certificates of completion for residents.
  - Handle inquiries and requests from residents and NDs who have completed residencies.
  - Verify that certificate fees have been paid.
  - Confirm residency site information provided by resident.
  - Update Access database
  - Update CPNME portal

- Provide two written reports to ED (in a format provided by or approved by the ED) summarizing work performed.

### December

- Review, update, expand and manage CPNME Portal – end of semester.
  - Review institution
    - *Master documents, affiliation agreements*
  - Residents (residency site and anticipated year of graduation)
    - *Contact schools for current resident list.*
    - *Contact schools for status of previous year's residents.*
    - *Contact schools for resident graduate list.*
  - Residency Sites
    - *Master documents, affiliation agreements*
  - Contact residency directors as needed.
- Banking
  - Balance petty cash account
  - Reconcile petty cash account with bookkeeper.
  - Provide regular accounting of CNME-related expenditures to the ED and CNME bookkeeper.
- Organize and maintain the board-only and evaluator-only sections of the CNME website.
- Process CPNME residency certificates
  - Print out and mail certificates of completion for residents.
  - Handle inquiries and requests from residents and NDs who have completed residencies.
  - Verify that certificate fees have been paid.
  - Confirm residency site information provided by resident.
  - Update Access database
  - Update CPNME portal
- Prepare year end documents for ED and administration.
- Prepare year end banking reports for CNME bookkeeper.
  - Reconcile account.
- Prepare coming year documents for ED and administration.
- Prepare coming year banking reports for CNME bookkeeper.
- Provide two written reports to ED (in a format provided by or approved by the ED) summarizing work performed.

# LETTER OF INSTRUCTIONS RE FINANCIAL MANAGEMENT

(for facilitating continuity of financial recordkeeping in the event of the bookkeeper's death or incapacity)

## I. WHO TO CONTACT:

**Dan Seitz**, Executive Director

phone: 413-528-8877 (work), 413-528-4779 (home)

address: P.O. Box 178, Great Barrington, MA 01230

e-mail: danseitz@verizon.net

website: [www.cnme.org](http://www.cnme.org)

**Shaun Phillips** (spouse)

phone: 802-644-5048 (home), 802-585-0184 (cell)

address: P.O. Box 162, Jeffersonville, VT 05464

e-mail: riverwind7@gmail.com

## II. MOST IMPORTANT (Company Backup File, Accounting Software, Initial Setup):

### QuickBooks File Backup (.qbb):

- Typically named "CNME (Backup date & time)" / size is ~55MB. (The most recent backup file would have been created at the end of the most recent work session.)
- File is uploaded to cloud-based folder (such as QBox or Right Networks) and accessible by the Executive Director &/or Board Member(s) **[Pending!]**

### QuickBooks Desktop Pro 2020 Software:

- The Exec. Director (&/or Board Member) will need to install a copy of the same or a later version of QB software (that was used by the Bookkeeper) on the computer that will be used to continue working in QuickBooks.
- The most recent version of QuickBooks Pro is available as a download through Staples, Amazon, etc. and generally costs \$199 - \$250. (Amazon for an older version.)
- A "supported" version of QuickBooks is necessary for preserving functions such as downloading transactions from bank or credit card sites. Intuit (parent company for QuickBooks products) supports newer versions of QuickBooks for three years, generally discontinuing support in May of the third year after the version year.

*Note: I haven't found any advantage to upgrading more frequently than every three years, although Intuit will be persistent about trying to get you to upgrade annually, purchase other services, etc.*

*Also, with the latest "patch" updates to QuickBooks, a pop-up window for creating a "QuickBooks Account" will frequently open when the company file is opened (and cannot be shut off, even when selecting "turn off pop-up messages for products and services" in "Preferences"). Since CNME utilizes no ancillary services from Intuit (i.e., payroll, direct invoicing, etc.), I haven't found a compelling need for creating a "QuickBooks Account", however, a new Bookkeeper might find some of these services and thus, a QuickBooks account, useful.*

### Initial Setup:

- Open QuickBooks
- At the bottom of the "No Company Open" window, select "Open or restore an existing company". Follow the instructions listed in "Restoring a .qbb (backup) or .qbm (portable) file".
- If restoring file to a newer version of QuickBooks, an "update file" process will occur. This may take several minutes. (Once updated, the company file will not work on earlier versions of QuickBooks.)

## III. FINANCIAL TASKS THAT MIGHT HAVE TO BE TENDED TO AS SOON AS POSSIBLE:

- Quarterly rent check needing to be printed/mailed to Treasurer for signing
- Credit Card online payment (due by the 16<sup>th</sup> of each month)
- Responses to information requests from Accountants during annual audit or review



#### IV. TANGIBLE PROPERTY BELONGING TO CNME *(compile, box, send to Dan):*

**Current files** are in the 2-drawer file cabinet nearest window in downstairs office. If the drawer is locked, the key (AH#1395) is in the key drawer in the mudroom (it's on a small blue horse-motif keychain).

**Other paperwork** - There is likely to be other paperwork (bill payments, reports, notes, etc.) stacked in in one or more fairly neat piles in file trays (of varying design) on or near the downstairs office workstation. Also, since I often work from the living room, check lower middle shelf of plant stand near picture window.

**Archived Files** – most recent year or two are in downstairs office (check under workstation or built-in shelves); older ones are in the attic *(only need to send seven most recent years to Dan; can securely shred anything older)*

#### **Office Supplies:**

Computer checks and window envelopes are located           *(immediate and bulk supplies of each)*          

*(Note: a supply of 250 checks now lasts about five years.)*

Bank Deposit slips are located in top drawer of file cabinet.

Endorsement stamp (probably just get a new one, especially if changing banks).

#### V. FILING SYSTEMS

##### **Manual Files:**

- Banking:
  - Deposits
  - Statements
  - Signatory Changes
- Disbursements
  - Check Vouchers, Supporting Documentation for each check
  - Credit Card Statements, Payment Documentation, Supporting Documentation for each charge
- Payroll, W-9's
- Other:
  - Board Directories
  - Audit Reports
  - Older Files (original payroll & credit card account set-up, general info)
- 

##### **Electronic Files:**

*(work in progress; optimal means of transferring these will probably be by uploading them to QBox or the like)*

#### VI. OVERVIEW OF BOOKKEEPING PROCEDURES (general, and, my m.o.'s):

##### **Banking & Credit Card:**

- BANK & CREDIT CARD ACCOUNTS:
  - Operations:
    - Checking & Money Market (Union Bank, Jeffersonville VT)
    - Chase Visa
    - Petty Cash (through Berkshire Bank for Michelle's use)
  - Reserves (CDARS CD's through Union Bank)
- ONLINE ACCESS (for downloading transactions, etc.):
  - Bank Accounts (password, procedures, etc.)
  - Credit Card (password, procedures, etc.)

##### **Chart of Accounts (overview):**

- INCOME:
  - Annual: Institutional Dues & Residency Programs
  - Ongoing:
    - Residency Certification Fees
    - Interest
    - Contributions *(rare)*
- EXPENSES:

- Payroll (monthly)
- All other Ordinary Expenses
- *Notes on a few specific accounts:*
  - *Board Meeting Expenses (venue expenses vs. lodging/travel)*
  - *Depreciable Equipment & Depreciation Expense (Accountants will \_\_\_)*
- OTHER INCOME & EXPENSE (reserved for Evaluation Visit Transactions that net out to \$0 by year-end)

**Accountants & Tax Preparation / Payroll / Insurance / Other Contracts:**

- ANNUAL AUDIT or REVIEW / TAX PREPARATION (will need Board Meeting minutes, Board & Officer Directories, copies of current contracts, etc., as well as extensive financial information; also note what I do throughout the year to prepare for this, such as compiling electronic bank statements, etc.)
- PAYROLL (password, procedures, reconciling, tax refunds, W-2 reminder, Records Retention Fee, etc.)
- INSURANCE POLICIES (see Chart of Accounts and Vendor List for details)
- CONTRACTS:
  - Executive Director
  - Office Lease
  - Payroll Services

**Revenue:**

- INSTITUTIONAL DUES INVOICES (ANNUALLY)
- OTHER INVOICES (AS NEEDED):
  - Residency Certification Fees
  - Evaluation Visit Expenses
  - Other (as directed by Dan)
- PAYMENTS FROM CUSTOMERS (AS RECEIVED):
  - direct deposit (currently: Bastyr, UAGM)
  - paper checks

**Expenses:**

- PAYMENT METHODS:
  - automatic (updating credit card information as needed, etc.)
  - other online payments
  - paper (computer) checks
- VENDORS/ACCOUNT INFORMATION FOR:
  - PayData Payroll Services
  - Berkshire Bank (Office Rent)
  - Insurance (Toole, Norfolk & Dedham)
  - Professional Services (Accountants, Bookkeeper)
  - Phone/Internet:
    - Verizon
    - AT&T Spring Mobile
    - Zoom
    - Megram Consulting
    - Other (Eyedart Studio, Arthur Dellea)
  - Memberships/Affiliations, Conferences & Hearings:
    - ACIH
    - ASPA
    - CHEA
    - NACIQI
  - Office/Supplies (USPS, Kinko's, Staples, etc.)
  - Executive Valet (pre-paid parking)
  - Reimbursements (procedures for)
    - Petty Cash
    - Board Member & Executive Director Travel
    - Misc. reimbursements to/from Dan

**Periodic Tasks:**

- BACKING UP
  - when (every work session)
  - where (manual in addition to cloud-based)
- END OF YEAR TASKS:
  - 1099's, 1096; W-9's as needed
  - Post Adjusting Entries from Accountant's (often well after EOY)
  - Federal Business Mileage Rate (send update to Dan as soon as available)
  - Review changes to Payroll rules, withholding rates, Contract Labor reporting requirements, etc.
  - File Archiving
- SPECIAL CIRCUMSTANCES
  - Pandemic (flight cancellations, etc.)
  - Security Breaches (*none yet!*)
- MAINTAINING INTERNAL CONTROLS
  - Current Procedures
  - Consider setting up Net Teller access (view-only) for Officer(s), Exec. Director
  - Updating (*more frequent need for as technology changes*)

**Other:**

- OTHER QUICKBOOKS FEATURES:
  - "To Do" Notes: I use this as a repository for various types of important but infrequently-accessed information
  - "Memorized Reports"
  - "Memorized Transactions" (set up for insurance, rent and other payments; various reminders, etc.)
- TEMPLATES & WORKSHEETS:
  - Microsoft Word:*
    - Board Directory (supplied by Dan; need to update changes in QuickBooks)
    - Mailing Labels
    - Honoraria Notes (various: for enclosing with payment, requesting W-9/TIN, etc.)
  - Excel:*
    - Financial Reports
    - Institutional Dues & FTE's
    - Site Visit Summary Reports
    - Board Meeting & Site Visit Reimbursements
    - Pre-paid Parking Usage (Executive Valet)