



**2018 Annual Business Meeting**  
**Chicago Marriott Magnificent Mile**  
**12:15-2:00 PM, Friday November 16, 2018**

**AGENDA**  
**Chris McCord, Presiding**

1. Approval of the minutes of the business meeting of November 3, 2017
2. Recognition of new deans
3. Announcement of the results of balloting
4. President's Report – Chris McCord, President
5. Financial Report – Theresa Lee, Treasurer
6. Year in Review – Amber Cox, Executive Director
7. Review of Committee Reports – Amber Cox, Executive Director
8. Discussion of Strategic Plan, CCAS Finances, and Membership Dues – Chris McCord, President
9. Proposed Change to the Constitution & Bylaws – Chris McCord, President
10. Announcements from the Floor
11. Acknowledgement of Past Service of Directors and Officers; Passing of Gavel



**Minutes of the  
2017 Annual Business Meeting  
November 3, 2017  
Denver Sheraton Downtown**

President David Manderscheid called the meeting to order at 10:45 a.m. Approximately 100 CCAS members were in attendance.

Approval of minutes of November 4, 2016. Approved as presented.

New Deans. President Manderscheid asked that new deans and members of the Board of Directors stand and be recognized.

Results of balloting

President-Elect:	Janice Nerger, Colorado State University
Board of Directors:	
Elected to the Class of 2020:	Mitch Avila, California State University- Dominguez Hills DoVeanna Fulton, University of Houston-Downtown Sametria McFall, Savannah State University Lesley Rigg, University of Calgary

President Manderscheid congratulated the new members and thanked all those who stood for election.

Treasurer's Report. CCAS Treasurer Bret Danilowicz presented the annual Treasurer's Report. He reviewed the Balance Sheet for the 2016 fiscal year. Danilowicz summarized the income and expenses for the same period, noting that the search for the executive director was a one-time expense. He concluded that the CCAS remains in good standing with strong reserves and noted additional attention toward balancing the annual budget for future years.

President's Report. Manderscheid reported that the proposed bylaws changes for the role of the treasurer and host liaison, as well as the language regarding online ballots, were approved. He then reviewed a number of key activities including:

- Partnership with the American Conference of Academic Deans (ACAD) for the reception in San Francisco, January 2017, with more than 50 members in attendance
- Sponsorship of the National Humanities Alliance (NHA) Humanities Advocacy Day in DC, March 2018, with a subsequent, targeted letter-writing campaign in support of federal funding for the humanities
- Publication of the CCAS Cultural Diversity Committee's report, *Best Practices for Recruiting and Retaining Diverse Faculty for Institutions of Higher Education*
- Statement issued in response to the end of DACA
- Expanded capacity at all three seminars for department chairs, as well as the seminar for new deans

- Revision of the CCAS publication, *Standards of Practice: A Self-Assessment guide for Colleges/Schools of Arts & Sciences*, which is now available online
- Publication of the new reference book, *Organizing Academic Colleges*, which will be available online in early 2018

Year in Review. Amber Cox presented the 2017 Year in Review.

- Nine on-campus chair workshops were offered, with over 280 chairs served by these workshops and the three Seminars for Department Chairs.
- Forty-four new deans attended the summer Seminar for New Deans.
- Membership renewal rate was strong with 483 returning members, as well as 22 new institutions.
- The Deans & Development summer seminar attracted 27 participants.
- The 2017 New Hires Survey will be sent to participating deans in January; other members can purchase the data file for \$150.

Committee Reports.

Reports were received from this year's committee chairs:

*Associate/Assistant Deans:* Maryse Jayasuriya, University of Texas, El Paso

*Cultural Diversity:* Al Romero, Baruch College CUNY

*Comprehensive Institutions:* Chris Arndt, James Madison University

*Gender Issues:* Emily Haddad, University of Maine

*Liberal Arts Institutions:* Jeff Konz, University of North Carolina, Asheville

*Metropolitan/Urban Institutions:* Kevin Corcoran, Oakland University

*Private Institutions:* Beth Kavran, Ursuline College

*Research Institutions:* Nicol Rae, Montana State University

Each Chair reported on the discussions at their committee meetings: what panel they were sponsoring this year; possible ideas for next year's panel; their recommendation to the CCAS president for the next chair; and other recommendations for the Board of Directors to consider.

Acknowledgement of Past Service. President Manderscheid recognized Elizabeth Say, Jeff Braden, and Patricia Witherspoon for completing their service on the Board of Directors and presented Say with a CCAS glass award. Braden and Witherspoon were unable to attend.

Passing of the Gavel. Outgoing president Manderscheid passed the gavel to incoming president Chris McCord. In turn, McCord presented him with a plaque and CCAS gavel in recognition of his service as president.

Seeing no announcements from the floor, McCord adjourned the meeting at 11:20 a.m.

Respectfully submitted,

*Amber Elaine Cox*

Amber Elaine Cox  
Executive Director and Secretary

## Council of Colleges of Arts &amp; Sciences

## Balance Sheet

As of December 31, 2017

10/18/18

Accrual Basis

	<u>Dec 31, 17</u>
<b>ASSETS</b>	
<b>Current Assets</b>	
<b>Checking/Savings</b>	
10200 · Sun Trust Business Checking	135,417.57
<b>Total Checking/Savings</b>	<u>135,417.57</u>
<b>Other Current Assets</b>	
10720 · Vanguard Funds-Federal MM fund	25,249.22
10730 · Vanguard Funds-Total Bond Mkt	16,996.17
10740 · Vanguard Funds-Stock Mkt Indx	109,240.66
10750 · Vanguard-Inter'l Value	94,932.74
10760 · Vanguard-Mid Cap Index	172,334.09
10770 · Vanguard Dividend Growth	120,990.29
10780 · Vanguard Value Index	114,329.90
<b>Total Other Current Assets</b>	<u>654,073.07</u>
<b>Total Current Assets</b>	789,490.64
<b>Fixed Assets</b>	
15000 · Furniture and Fixtures	6,340.48
15050 · Accumulated depreciation	-6,298.86
<b>Total Fixed Assets</b>	<u>41.62</u>
<b>TOTAL ASSETS</b>	<b><u>789,532.26</u></b>
<b>LIABILITIES &amp; EQUITY</b>	
<b>Equity</b>	
Retained Earnings	540,708.69
39003 · General Equity	193,769.76
Net Income	55,053.81
<b>Total Equity</b>	<u>789,532.26</u>
<b>TOTAL LIABILITIES &amp; EQUITY</b>	<b><u>789,532.26</u></b>



**Leadership Development & Membership, 2017-2018  
Year in Review**

Presented by Amber Elaine Cox, Executive Director

**Leadership Development**

***2017 Annual Meeting, Manchester Grand Hyatt San Diego***

517 paid attendees including nearly 200 for the first time

- 48 States & DC: (Not DE, HI)
- 3 Countries: US Canada, Qatar

***2017 Annual Meeting Workshops***

Conflict & Conflict Resolution, 42 attendees

Learning to Thrive In-between: Succeeding as an Assistant/Associate Dean, 76 attendees

Strengthening Leadership by Addressing Bias, 44 attendees

The Art & Science of Fundraising for the Arts & Sciences, 50 attendees

***2018 Seminars for Department Chairs/Heads***

February- Savannah, GA

Directors: Kent Sandstrom & Jeannie Hey

41 attendees

July- Nashville, TN

Directors: Ray Craig & Charlene Gilbert

44 attendees

October- San Diego, CA

Directors: Pamela Scott-Johnson, Scott Casper, & Carlos Garcia

72 attendees

***2018 Seminar for New Deans, July- Nashville, TN***

Seminar Dean Faculty: Theresa Lee, Kevin Corcoran, Gloria Johnson, Beth Kavran

40 Attendees

***AY 2017-2018 On-campus Leadership Development Workshops for Chairs/Heads***

<b>Institution:</b>	<b>Workshop Dates:</b>	<b>Facilitator:</b>
Columbus State University	July 17-18	Nancy Gutierrez
Southwestern Adventist University	July 26	Karen Kedrowski
Washburn University	August 13-15	Jeannie Hey

<b>Institution:</b>	<b>Workshop Dates:</b>	<b>Facilitator:</b>
D'Youville	August 14-15	Nancy Gutierrez
Eastern Washington University	November 16-17	Elizabeth Say
Gannon University	November 30-December 1	Nancy Gutierrez
Samford University	January 8	Jeannie Hey
Eastern New Mexico University	January 8-9	Elizabeth Dunn
University of Redlands	February 2-3	Elizabeth Dunn
Clark Atlanta University	March 2	Elizabeth Dunn
New York Inst. of Technology	April 6	Jeff Fagen
Saint Joseph's University	May 17	Jonathan Millen
St. John Fisher College	May 21	Karen Kedrowski
St. Bonaventure University	May 21-22	Jonathan Millen
Providence College	May 30-31	Karen Kedrowski

### **Membership for 2018 – 2019 Membership Year with Historical Data**

<b>MEMBERSHIP YEAR</b>	<b>2013-14</b>	<b>2014-15</b>	<b>2015-16</b>	<b>2016-17</b>	<b>2017-18</b>	<b>2018-19</b>
<b>Very Small/Small</b>						
Members	88	88	97	86	95	93
Dues	\$375	\$375	\$375	\$400	\$400	\$400
Category Revenue	\$33,000	\$33,000	\$36,375	\$34,400	\$38,000	\$37,200
<b>Medium</b>						
Members	241	243	250	235	236	238
Dues	\$500	\$500	\$500	\$550	\$550	\$550
Category Revenue	\$120,500	\$121,500	\$125,000	\$129,250	\$129,800	\$130,900
<b>Large</b>						
Members	179	179	176	176	174	173
Dues	\$740	\$740	\$740	\$800	\$800	\$800
Category Revenue	\$132,460	\$132,460	\$130,240	\$140,800	\$139,200	\$138,400
<b>TOTAL MEMBERS</b>	<b>508</b>	<b>510</b>	<b>523</b>	<b>497</b>	<b>505</b>	<b>504</b>
<b>TOTAL REVENUE</b>	<b>\$285,960</b>	<b>\$286,960</b>	<b>\$291,615</b>	<b>\$304,450</b>	<b>\$307,000</b>	<b>\$306,500</b>

### **23 New Members for 2018 – 2019**

#### **PUBLIC:**

American University of Ras Al Khaimah  
Lamar University  
McNeese State University  
Mount Royal University  
Nevada State College  
Plymouth State University  
Southern Oregon University

Southwest Minnesota State University  
University of North Florida  
Westfield State University

PRIVATE:

Albany College of Pharmacy and Health Science  
Benedictine University  
Clark University  
Concordia University Chicago  
Manhattanville College  
Molloy College

Occidental College  
Seattle University  
Susquehanna University  
Tiffin University  
University of Portland  
University of St. Francis  
Willamette University

**25 Non-Renewals**

Clarion University of Pennsylvania  
Colorado State University, Pueblo  
Dakota State University  
Eastern New Mexico University  
Farmingdale State College, SUNY  
Graceland University  
Grand View University  
Malone University  
Oxford College of Emory University  
Saint Mary's College – Notre Dame, Indiana  
Simmons College  
Southern Connecticut State University  
Southern University and A&M College

Southern Wesleyan University  
Southwestern Adventist University  
Stephen F. Austin State University  
SUNY Fashion Institute of Technology  
Transylvania University  
Union University  
University of California, Merced  
University of New Haven  
University of Oregon  
University of Saint Katherine  
Wheaton College  
Wilmington University



## **Progress toward the *CCAS Strategic Plan 2016-2019* November 16, 2018**

The CCAS Board of Directors has carefully executed the actions of the strategic plan and advises the membership that these projects have advanced the efforts of the organization in many ways. As the membership looks to the future and the next round of strategic planning, there are many resources that have been developed over the past three years that will provide a solid foundation for future growth.

Early in the plan implementation, the Board focused on understanding and evaluating existing CCAS programming (2016). The Board sought to improve the CCAS Annual Meeting and the various professional development programs. Many adjustments were made to the CCAS offerings including the addition of networking opportunities within the Annual Meeting, the revision of the listserv process, and the incorporation of advocacy into CCAS communications.

Key to these efforts was the creation of a communication plan and CCAS talking points and the formation of ad-hoc committees for Advocacy and Communications (2016). During this phase of the plan, the Board partnered with outside organizations including the Consortium of Social Science Associations (COSSA), the American Conference of Academic Deans (ACAD), ICFAD (International Council of Fine Arts Deans), and others to leverage existing resources and create new synergies (2017 and ongoing).

The following year, the Board turned their attention to the mentoring program, streamlining the process for getting involved and incorporating activities into the Annual Meeting (2017 and 2018), and publication of *Organizing Academic Colleges* (2017). The Board initiated communication with the first potential Friends of CCAS, expanded professional development opportunities beyond academic affairs workshops, and revised the *Standards of Practice* (*republished in a digital flipbook in 2017*). Along the way, the Board found new opportunities to advocate for the arts and sciences by joining or initiating statements in response to current issues (2018).

There was one area of the plan that was less defined and which resulted in multiple conversations at board meetings: the notion of facilitating regional connections. The Board elected not to introduce new structures, for reasons of logistics, cost, and redundancy. It was determined that the rotation of locations for CCAS programs such as the Annual Meeting and professional development seminars serves as a sustainable opportunity to regionally convene members.

Throughout the implementation of the Plan, the Board sought to increase responsiveness to member needs while reducing costs and increasing efficiencies. Many business processes were streamlined, while publications and meeting materials were consolidated and transitioned to online formats. These will continue to be priorities for the CCAS Board as the next round of planning begins.

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***The information on the following pages has been adapted from the printed CCAS Strategic Plan 2016-2019 booklet which is available at [www.ccas.net](http://www.ccas.net).***

**CCAS Strategic Plan 2016-2019**

### **CCAS Mission Statement**

The Council of Colleges of Arts and Sciences, a network of deans, fosters excellence in colleges and schools of arts and sciences. In pursuit of our mission, CCAS

- connects deans with each other
- provides professional development
- serves as a forum for discussing issues in higher education
- advocates for liberal learning

### **CCAS Vision Statement**

CCAS will provide state-of-the-art professional development, managerial resources, and leadership opportunities for Arts and Sciences deans, chairs, and staff that

- ~shape national conversations and policy relevant to arts and sciences education at all levels;
- ~leverage existing and emergent partnerships with other organizations; and
- ~utilize a diverse array of delivery systems.

### **Previous Strategic Plans**

Over the last ten years, the Board of Directors has used two strategic plans and one Board work plan to focus its efforts on improving the programs and services provided to A&S deans. Among other accomplishments, the Board of Directors and Executive Office have

- Increased membership by over 20 percent
- Redesigned and upgraded all online services
- Redesigned the *CCAS Newsletter* for online delivery
- Created a searchable Deans Knowledge Base housing over 300 documents pertinent to A&S deans
- Added new formats and networking events at the Annual Meeting
- Received a \$1.2M grant from NSF to infuse gender-equity content into meetings and seminars
- Enhanced offerings for associate and assistant deans
- Partnered with AAC&U, CUR, ICFAD and other organizations to expand programs for members
- Created resource materials to promote the liberal arts and to inspire deans in their fundraising efforts
- Established a dean-to-dean mentoring program
- Offered workshops on phases of deans' careers
- Created the *Standards of Practice* to guide deans in using best practices for administering the arts and sciences
- Added on-campus workshops for chair/head training
- Increased the visibility of CCAS so that higher-education organizations, the media, and other groups contact us in order to gain the perspective of A&S deans
- Created an advocacy network for the humanities and became active in the National Humanities Alliance
- Established the A&S Advocacy Award for Arts & Sciences, since awarded to six prominent recipients
- Engaged in a board-development process resulting in improved committee structure, oversight, and operations of the Board of Directors

## Overview of the 2016-2019 Planning Process

To prepare for its next planning cycle, the CCAS Board of Directors began by engaging in a retreat focused on assessing the last 10 years and better understanding the current and future climate facing higher education. After an in-depth discussion of the issues affecting higher education going forward and their impact on the work of deans, the Board determined that in order to best differentiate and position CCAS, the 2016-2019 plan should consider focusing upon

- Finding new services and projects beneficial to our members
- Seeking a higher level of professionalization of our professional-development programs and adding new types of offerings
- Seeking greater visibility and improving the branding and marketing of CCAS
- Advocating nationally for the liberal arts and sciences
- Clarifying and expanding resources in support of members' advocacy on behalf of the arts and sciences
- Building alliances, partnerships, and joint programming with organizations with similar missions

Next, the Board decided to gather input from its members to help validate these priorities and flesh out the actions that could move us forward as an organization. Rather than using an electronic survey of all members, it chose a real-time iterative process involving a cross-section of stakeholders, including former board members, committee chairs, seminar leaders, other volunteers, and members of the Executive Office staff. The Board contracted with GEO Group Strategic Services—a consulting firm specializing in online collaborative planning—to conduct three online planning sessions in February and March of 2015. The sessions were attended by stakeholders who accepted the invitation to contribute their ideas during and immediately following the sessions.

The planning sessions were organized around the six Goal Areas that were proposed by the Board of Directors as a starting point for a collaborative, iterative process. Sixty-four participants attended the first online session, with 29 subsequently completing a survey where they **suggested actions** that could be taken under each of the six Goal Areas during 2016-2019. Following the session, the input was analyzed and organized into broad action themes under each Goal Area.

In the second online session, 46 participants **rank-ordered** the six Goal Areas and explained the reasons for their top ranking. After the group reviewed the reasons, they rank-ordered the Goal Areas a second time and then again rank-ordered the action themes within each Goal Area, resulting in one change to the rank order of the Goal Areas, based upon the group discussion.

In the third session, 35 participants **prioritized** the actions that had previously been suggested for each Goal Area by checking those that they felt were most important.

The Board then reviewed the results of the stakeholder input process, merged several of the Goal Areas and eliminated others from consideration that were less well supported by stakeholders.

These adjustments resulted in two Goals (1 and 2, following). The Board also chose to add an additional “stretch goal,” which appears as Goal 3.

**GOAL #1: OFFER IMPROVED PROGRAMS AND SERVICES THAT BENEFIT MEMBERS**

CCAS will continue to offer a range of programs and services for its members, with an added focus on supporting leadership capacity and exploring new delivery formats.

Strategies

1. Improve the quality of CCAS programs to enhance learning and effectiveness of deans
  - a. Assess the structure of the Annual Meeting
  - b. Strengthen program curricula by using outside expertise, bringing relevant research to bear on content, and better preparing presenters
  - c. Assess whether the Standing Committees can be used to enhance programming
2. Provide programming to enhance leadership growth and skills
  - a. Offer opportunities to learn about areas within and outside of Academic Affairs, to better understand how the university works, in all its aspects
  - b. Partner with other higher-education organizations that provide programming that can enhance leadership and effectiveness of member deans
  - c. Offer additional programming for deans at all levels to prepare them for advancing in the administrative ranks
3. Explore ways that CCAS can facilitate regional connections between deans
  - a. Define a mechanism for determining regions
  - b. Identify issues common to deans within these regions
  - c. Consider using existing venues for making regional connections
  - d. If warranted, pilot regional meetings by connecting with organization/s that currently offer regional meetings

**GOAL #2: ADVOCATE FOR THE VALUE OF THE LIBERAL ARTS & SCIENCES**

CCAS will take an active role in advancing the interests of the liberal arts and sciences through advocacy and will provide resources for member deans who wish to engage in such advocacy themselves.

Strategies:

1. Provide advocacy resources to members
  - a. Create a resource base that can easily be updated and accessed by members
  - b. Establish a means of alerting members to updates in the resource base
2. Offer training and support for member advocacy
  - a. Offer sessions on advocacy at annual meetings and through other programs, such as the New Deans Seminar
  - b. Develop a stand-alone workshop or webinar on advocacy
3. Engage CCAS in advocacy efforts
  - a. Link members to advocacy opportunities
  - b. Strengthen the Board’s and Executive Director’s roles in advocacy by monitoring policy and political issues that present opportunities for board advocacy, and take appropriate action

- c. Continue our affiliation with the National Humanities Alliance and explore additional affiliation with organizations that support the arts and sciences

**GOAL #3: ELEVATE OUR NATIONAL STANDING AS THE PREMIER ORGANIZATION FOR BEST PRACTICES FOR ACADEMIC LEADERSHIP IN THE ARTS AND SCIENCES**

CCAS aims to be known within the higher education community for taking an active role in demonstrating best practices in academic leadership through multiple venues of national recognition.

**Strategies:**

1. Disseminate CCAS signature resources for academic leadership to a wider audience
  - a. Revise and promote the *CCAS Standards of Practice* to a wider audience
  - b. Continue to underwrite, publish, and disseminate books on decadal best practices
2. Use relationships and partnerships to raise awareness and importance of CCAS
  - a. Assist those institutions adopting AAC&U's Liberal Education and America's Promise (LEAP) initiative by developing a set of best practices to implement the LEAP Essential Learning Outcomes
  - b. Participate in events sponsored by other organizations so as to raise the visibility of CCAS
  - c. Establish "Friends of CCAS" (e.g., past presidents, emeritus members, leaders of other organizations) to help carry the CCAS message more broadly
3. Develop and implement a strategic marketing and communication plan
  - a. Designate spokespersons from the Board and Executive Office who are available to comment and speak on behalf of the value of the Arts and Sciences
  - b. Provide talking points to these spokespersons for going on record about national conversations pertinent to arts and sciences
  - c. Seek outside expertise in developing the marketing and communication plan

**Timeline for Implementation**

To accomplish these initiatives, the Board of Directors adopted an ambitious timeline. The Board began its work on the Action Steps in January 2016 to December 2018, with its work during 2019 concentrated upon any activities that took longer than anticipated to complete. The Board provided status reports to the membership at each Annual Business Meeting on its progress in implementing the goals and strategies.

**CCAS Members who participated in all three online sessions of the stakeholder input portion of the Strategic Planning Process**

Mark Anderson, Kennesaw State University  
J. Chris Arndt, James Madison University  
David Boocker, University of Nebraska at Omaha  
Carmen Cid, Eastern Connecticut State University  
Beth Costner, Winthrop University  
Teresa Dorman, University of Central Florida  
Gayle R. Helmling, CCAS  
Andrew J. Kanu, Virginia State University  
Karen Kedrowski, Winthrop University  
Dawn Kirby, Utah State University  
April Massey, University of the District of Columbia  
Jonathan Millen, Rider University  
Karen Olmstead, Salisbury University  
Michael Perone, West Virginia University  
Steve Peters, University of Montevallo  
Nate Phinney, Malone University  
Russ Pottle, Misericordia University  
Gregory Sadlek, Cleveland State University  
Mary Schutten, Grand Valley State University  
Cathleen Webb, Western Kentucky University  
Carlton Wilson, North Carolina Central University  
Abbey Zink, Sam Houston State University

<b>CCAS Budget Projection Through CY22</b>	<b>CY18 Budget</b>	<b>CY18 Predicted</b>	<b>CY19 Budget</b>	<b>CY20 Budget</b>	<b>CY21 Budget</b>	<b>CY22 Budget</b>
<b>Ordinary Income</b>						
<b>Annual Mtg Income</b>	\$350,000	\$400,000	\$400,000	\$400,000	\$400,000	\$400,000
<b>Pre- &amp; post- workshops</b>	\$20,000	\$24,000	\$20,000	\$20,000	\$20,000	\$20,000
<b>Seminars</b>	\$139,700	\$145,000	\$145,000	\$145,000	\$145,000	\$145,000
<b>Membership Dues</b>	\$305,000	\$300,000	\$342,700	\$342,700	\$342,700	\$342,700
<b>Miscellaneous</b>	\$11,500	\$23,000	\$22,500	\$23,500	\$22,500	\$22,500
<b>Total Income</b>	<b>\$826,200</b>	<b>\$892,000</b>	<b>\$930,200</b>	<b>\$931,200</b>	<b>\$930,200</b>	<b>\$930,200</b>
<b>Expense</b>						
<b>Direct Program Expenses</b>						
<b>Seminars</b>	\$112,000	\$105,000	\$115,000	\$119,600	\$124,384	\$129,359
<b>Annual meeting</b>						
<b>AV &amp; Technology</b>	\$60,000	\$70,000	\$55,000	\$55,000	\$60,000	\$60,000
<b>Food &amp; Beverage</b>	\$250,000	\$280,000	\$240,000	\$215,000	\$220,000	\$220,000
<b>Other Meeting Expenses</b>	\$30,000	\$30,000	\$32,000	\$33,280	\$34,611	\$35,996
<b>Total Direct Program Expenses</b>	<b>\$452,000</b>	<b>\$485,000</b>	<b>\$442,000</b>	<b>\$422,880</b>	<b>\$438,995</b>	<b>\$445,355</b>
<b>General &amp; Admin Expenses</b>						
<b>Board of Directors Meetings</b>	\$60,000	\$55,000	\$55,000	\$56,650	\$58,350	\$60,100
<b>Office Operating Expenses</b>	\$97,100	\$80,000	\$88,085	\$90,365	\$92,712	\$95,131
<b>W&amp;M Administrative Reimbursement</b>	\$340,000	\$340,000	\$355,000	\$365,650	\$376,620	\$387,918
<b>Total General &amp; Admin Expenses</b>	<b>\$497,100</b>	<b>\$475,000</b>	<b>\$498,085</b>	<b>\$512,665</b>	<b>\$527,681</b>	<b>\$543,149</b>
<b>Total Expense</b>	<b>\$949,100</b>	<b>\$960,000</b>	<b>\$940,085</b>	<b>\$935,545</b>	<b>\$966,677</b>	<b>\$988,504</b>
<b>Net Ordinary Income</b>	<b>-\$122,900</b>	<b>-\$68,000</b>	<b>-\$9,885</b>	<b>-\$4,345</b>	<b>-\$36,477</b>	<b>-\$58,304</b>
<b>Net Other Income</b>	<b>\$53,000</b>	<b>\$40,000</b>	<b>\$8,000</b>	<b>\$8,000</b>	<b>\$8,000</b>	<b>\$8,000</b>
<b>Budget Outcome</b>	<b>-\$69,900</b>	<b>-\$28,000</b>	<b>-\$1,885</b>	<b>\$3,655</b>	<b>-\$28,477</b>	<b>-\$50,304</b>
<b>Financial Assets</b>	<b>\$720,100</b>	<b>\$692,100</b>	<b>\$690,215</b>	<b>\$693,870</b>	<b>\$665,394</b>	<b>\$615,090</b>



**Proposed Change to the CCAS Constitution & Bylaws  
November 16, 2018**

**For Ratification by Electronic Ballot by December 15, 2018**

**Current Language**

ARTICLE VII: DUES The annual dues of the organization shall be set by the Board of Directors, but may not be adjusted more frequently than once every three years, or by more than 15% in a single adjustment without ratification by two-thirds of the members responding on a mail or electronic ballot.

**Proposed Language**

ARTICLE VII: DUES The annual dues of the organization shall be set by the Board of Directors, but may not be adjusted more frequently than once every three years, or by more than 15% in a single adjustment without ratification by the membership. Each member institution will have one vote, with a simple majority of the votes cast required for ratification.