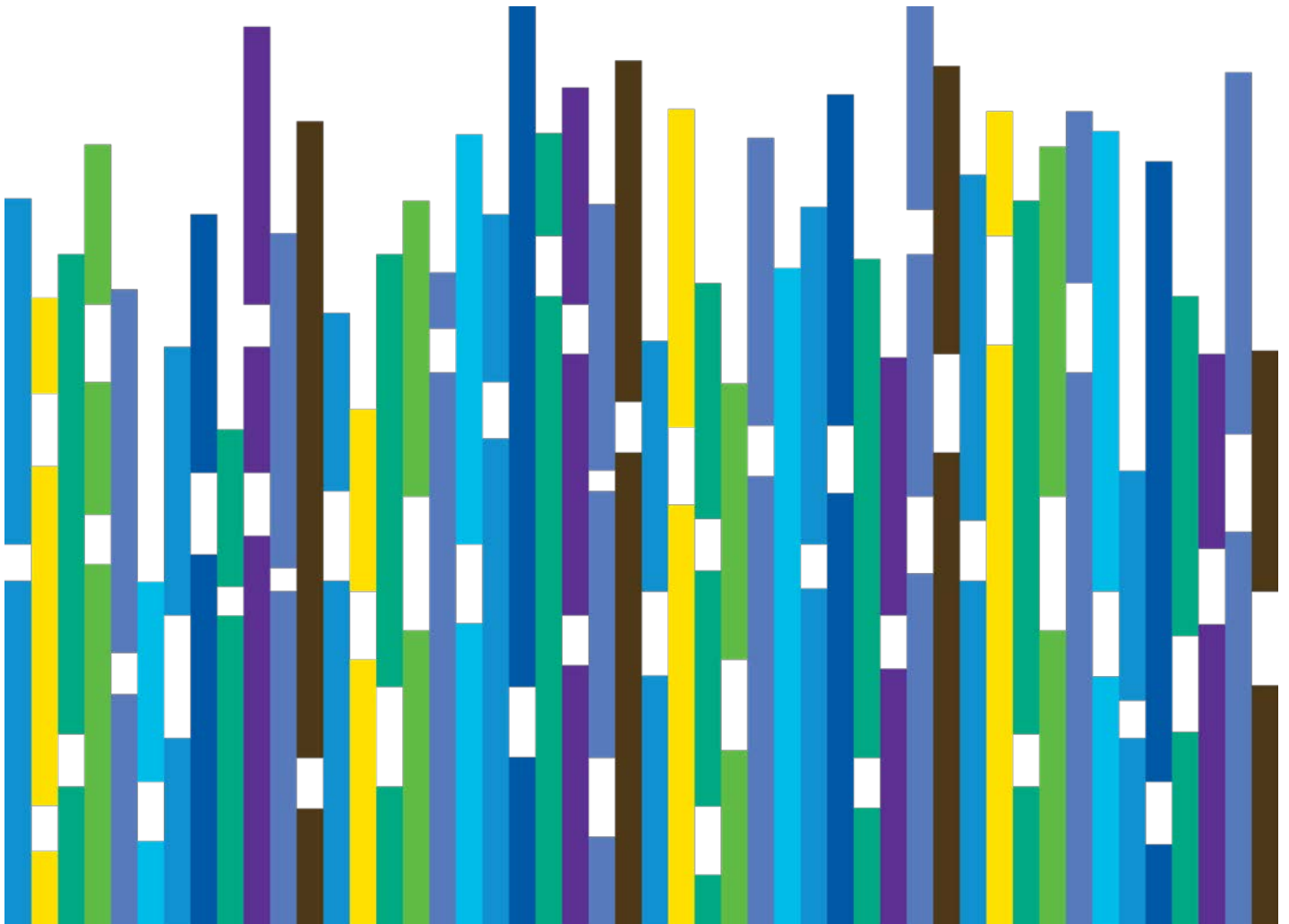


SOCIETY BOARD TREASURER

2017 Role Guide

The following role guide provided by CFA Institute is a template that may vary by society. The guide was developed in consultation with active society treasurers.



SOCIETY BOARD TREASURER

Key Impact of the treasurer's role on the society and CFA Institute

- Advances the shared mission in partnership with CFA Institute
- Supports and promotes the strategy for the society
- Plans for his or her succession, ensuring leadership stability for the society

Role overview

The Society Treasurer is responsible for managing the financial affairs of the society, and as such is a key member of the society's board. This includes, but is not limited to: bank account administration, investment reserves management, oversight of cash inflows and outflows, accurate and complete financial records retention, budget preparation, and financial statement and tax return preparation. The overall objective of the Society Treasurer is to maintain the safety and security of the society's assets, to disburse funds as authorized, and to appropriately account and report on these transactions.

*“To be a society leader, it means a lot. This has been one of the most fulfilling aspects of my life”
Ana Cecilia, CFA Society
Mexico*

As treasurer, you are also an officer of the society's board of directors. As a board director, your role probably has legal responsibilities specific to your jurisdiction. Please check your society bylaws and local laws. Typically, the board of directors is the governing body of the society, responsible for the ultimate direction of the management of the affairs (i.e., strategy) and policy making, whereas employees are responsible for executing day-to-day management to implement board-made policy. Typically, but specific to your local laws, the ultimate legal responsibility for the actions (and inactions) of the society rests with the board.

Treasurer responsibilities and duties

- Maintain all books and records relating to the financial operations of the society; records should be available for inspection upon request by any member of the society's board
- Issue all payments to vendors, members, and other appropriate parties for authorized society expenditures
- Collect funds received during local society events and make timely deposits into a bank account at an appropriate banking institution opened in the society's name
- Check the Society Portal for electronic deposits from CFA Institute once per month
- Formalize an annual budget
- Prepare quarterly financial statements for review by the society board members
- Prepare required budgets for event/program planning, funding, etc.
- Prepare a monthly P&L (cash flow-based, not accrual) and Balance Sheet
- Prepare a year-end P&L and Balance Sheet to be shared with the society membership
- Annually report to CFA Institute via the preferred templates your society business plan and the end of year report that ensures goals have been met

- Act as chairperson on the society's Investment Committee responsible for investment of the society's reserves
- Prepare any required tax returns and submit filings to the appropriate taxing authorities
- Coordinate Operational and Growth funding with CFA Institute
- Maintain tax, regulatory, and legal compliance as necessary
- Oversee and manage investment reserves pursuant to the society's Investment Policy as approved by the society's board
- Provide a semi-annual review of investments to the society's board
- Request reimbursements from CFA Institute
- Have financial statements audited on a regular/annual basis

Term and time commitment to serve in treasurer role

Terms can be specific to each society. Typically, treasurers serve at minimum a 2-year annual term starting in either July or January of each year and may, depending on the bylaws of the society, be eligible for a second consecutive term.

Time commitment can vary significantly based on the size, region, and activities of the society. As treasurer, you will be a visible leader of the board by attending society programs, special events, and other activities. The time required will depend on the number of such activities on the society's calendar, as well as society organization and whether or not the society has staff. Based on input from society leaders, here is an estimate of the time needed for this position:

- 1–12 hours per week for general business and correspondence
- 1–7 hours per month for committee or board meetings
- 1–10 days per year for conferences or strategic planning events

Where to start in your new role

- Contact the past treasurer to establish a mentor.
- Contact your Presidents Council Representative as a continued resource during your term.
- Contact your CFA Institute relationship manager to begin a working relationship.
- Complete the New Leader Orientation and Governance Training Series available on the Society Centre*
- Participate in in-person orientation training provided by your society relations manager.
- Read and discuss your society's succession or transition plan.
- Review your society's bylaws, strategy, and business plan or board manual, as available.
- Identify your next board meeting and expected duties for that meeting.
- Set a timeline for reviewing the society's strategic and operational plans prior to the preparation of the annual budget.

*It is expected that all board members will have completed these online training modules within one month of taking up their position.

Training resources available to you

The following resources are available to help you in your role.

- [Online Orientation and Training Programs](#) on the Society Center

- One-on-one role training with society relations managers—upon request
- Past treasurers /mentors
- Regional Society Leader Conferences*
- Global Society Leader Conference*

*Attendance is limited and selection for your society may vary.

Expected competencies and qualifications

Familiarity with or ability to learn the responsibilities of the following will strengthen the effectiveness of the society treasurer as a board director:

- **Strategic planning**—Board members are responsible for setting the overall direction for the society, developing plans to support the society’s goals, and ensuring that resource allocation is optimized to achieve these goals.
- **Board duties**—Board members should act with integrity and in the best interests of the society. They are responsible for (a) ensuring an appropriate governance structure for the society; (b) developing policies and procedures to support the organization’s purpose, mission, and integrity; and (c) monitoring and making informed decisions regarding the society’s activities and programs, products, and services.
- **Financial stewardship**—Board members are responsible for monitoring, protecting, and expanding the society’s financial resources and ensuring compliance with reporting requirements.
- **Volunteer and staff stewardship**—Board members are responsible for planning and managing the personnel resources (volunteer and staff) necessary to support the society’s activities.
- **Performance monitoring and accountability**—Board members are responsible for ensuring transparency and maintaining accountability through regular reporting of society and board activities to stakeholders and periodic assessment of society and board performance.

Other key resources for your role

- CFA Institute Society Relations manager and regional contacts
- Examples (best practices) gathered from other societies via the following: networking at the Society Leadership Conferences, Connexions, regional conference calls, and Society Center
- Society Center and marketing resources therein
- SMSS Online Tool and related data analysis—*access must be requested*