

## CACHE OF LORE

### EXTRACTED FROM THE MINUTES OF THE BOARD AND OTHER RELEVANT DOCUMENTS

Updated: October 2010

#### Annual Conference

1. **Sites and Local Arrangements** - The Board of Directors will select the sites for the ASIANetwork annual conferences, normally held on a rotating basis at Hickory Ridge (or another convenient conference center) and conference sites near ASIANetwork member institution(s). In the latter case, a nearby member institution will provide a representative to assist the ASIANetwork Executive Director in making local arrangements. (April 1997)
2. **Site Selection** - In choosing a conference site the Board will take into account the convenience of travel and ground transportation. (April 1997)
3. **Conference Programs** – The “Call for Participation” submitted by the Board Vice-chair by way of the Executive Director should be in the *Spring* (rather than Fall) *AAS Newsletter* if possible and should continue primarily to invite conference attendance and secondarily to invite ideas for *panels* (rather than individual papers). The invitation for panel ideas might have extended words, as follows: “...ideas for panels for this or a future ASIANetwork conference.”
  - A. All Board members take an active role in constructing and delivering the conference program
  - B. Generation of the conference program is the responsibility of the Vice-Chair (April 2006), although the Chair may appoint a Board committee to serve as a “sounding board,” a “selection committee,” a “coordination team,” or some variation of one or more of these.
  - C. As a rule, The ASIANetwork has no funds for honoraria and/or expense of program participants except in the case of keynote speakers, invited performers, or any grant-funded program participation.
  - D. With appropriate exceptions, program participants should be faculty members from ASIANetwork member institutions, dominantly those fitting the majority model of the liberal arts college or smaller independent university with emphasis on undergraduate teaching.
  - E. At the annual Business Meeting the new Board Chair can invite panel or other program ideas for the next conference.
4. **Conference Arrangements** - Contract negotiations and conference arrangements are the purview of the Executive Director, who ideally should visit any proposed site and work out details in person. (October 1996)

## Asian Partners

1. **Asian Partners** - Asian partners should be institutions that demonstratively follow our commitment to our undergraduate teaching mission. (October 1996)
2. **Study Abroad Broker** - It was decided that we do not want to be a study abroad broker but we do need to support these colleges by way of panels at our conferences, workshops, and home page. (October 1996)

## ASIANetwork Exchange

### Formerly Newsletter now Journal (starting Fall 2008)

1. **Distribution** - New membership guidelines allow six members on each college or institutional list to receive all mailings as a regular benefit of institutional memberships. Those institutions who wish to have mailings sent to more than six faculty or administrators will be assessed an additional \$10.00 per individual, which will be used to cover printing and mailing costs. This new policy will help the consortium conserve its limited resources, and live within its tight budget. (April 2000)
2. The new dues structure allows eight members on each college or institutional list to receive all mailings as a regular benefit of institutional memberships. (April 2007)

#### **Revised Distribution and Subscription:** (September 20, 2008)

- Free distribution of *ASIANetwork Exchange* in hard copy to current members of ASIANetwork,
  - single copy rates of \$10 per issue and annual subscription rates of \$20 for the fall and spring issues of *ASIANetwork Exchange* and the winter issues of *ASIANetwork Bulletin* for both individual non-members and institutions and libraries
  - Keep electronic versions of current and past issues of *ASIANetwork Exchange* free and open to public access online (this generates publicity for ASIANetwork and makes the *ASIANetwork Exchange* readily available to members and non-members)
3. **Change in format:** Beginning Fall 2008, ASIANetwork Exchange will be published twice a year (Fall and Spring issues) as a journal: *ASIANetwork Exchange: A Journal for Asian Studies in the Liberal Arts*. The winter issue will be replaced by *ASIANetwork Bulletin*. (March 14, 2008)
  4. **Student Paper Competition and Award:** The Publicity Committee will run a student paper competition and that the winning paper will receive the Mariana McJimsey Student Paper Award. (October 2009)

## Board Attendance

1. **Incoming Board Members** - It was decided to invite incoming Board members to Session I of the Spring Board Meeting on an observing basis beginning in April 1999. (April 1998) (*Note: Starting April 1999, the practice has been to reimburse them for one night lodging and meal because they have to come one day earlier for the conference to be able to observe Session I of the Board meeting. This was confirmed by Van Symons in his October 31, 2005 e-mail message and communicated to board nominees in the letter informing them of their selection as Board nominees.*)

2. **Retired Board Members** - Newly retired Board members are welcome to sit in on the Sunday Board meeting. (October 1997)

### **Board Nominees**

1. **Board Composition** - It was moved to accept the adoption of the composition of the Board of Directors statement as follows:
  - A. The Board should not have more than one elected member from the same institution.
  - B. An incoming Board member should be from an institution with a membership record of at least one year.
  - C. Normally, an incoming Board member will have attended at least one ASIANetwork annual conference.
  - D. In the interest of varying the institutional composition of the Board:
    - a. an incoming Board member should not be from the same institution as a retiring Board member.
    - b. at least one year should pass before nominating someone from the same institution as that of a former Board member.

**Modification:** Normally, at least three years should pass before nominating someone from the same institution as that of a former Board member. (October 2005)

- E. From the recommendations made by members, at least three candidates will be selected by the Board for nomination, taking into account the need the Board has for balance in order to represent fairly the broad range of colleges that are a part of the consortium, the different regions of the country we come from, the different areas and disciplines of special research and teaching of our membership, gender, age, ethnicity, and other factors. These nominations will be announced, with background information on each candidate, in the Winter issue of the *ASIANetwork Exchange* that will come out before the annual meeting. (October 1998)
2. **Board Nominations** - The Nominating Committee will provide a slate of at least three nominees (one for each Board position to be filled) to be announced (following approval by the Board), with a brief statement of credentials for each nominee, in the first available newsletter issued after the Fall Board Meeting. Prior to the Fall Board Meeting the Board should invite from the membership submissions of names for consideration and brief qualifications. Nominations can also come from the floor at the annual Business Meeting. (April 1997)
3. **Replacement of a Board Member** who resigns before the term expires:

If a resignation occurs, a replacement will be nominated by the Executive Committee and with the approval of the Board, be appointed to serve the unexpired term, beginning immediately. (October 2005)
4. **Board Chair and Vice-Chair:** The current vice-chair becomes the chair the following year. One of the responsibilities of the Nominations Committee is to select a nominee for Vice Chair of the Board from the three members in their first year of service for presentation at the fall Board meeting and for election at the annual conference. (Board Committee Assignments).

## **Budget and Finance**

1. **Allocation of ASIANetwork Resources** - Decisions as to the allocation of ASIANetwork resources are the responsibility of the Board on the basis of information provided by the Executive Director at the meetings of the Board twice annually. The Board empowers the Executive Director to monitor and disburse funds for Board-approved ASIANetwork activities and to allot contingency funds in consultation with the Board Chair and Vice Chair or, exceptionally, the Board itself. (April 1997)

The Board empowers the Executive Director to deposit money in a local bank that pays the most favorable interest bearing account. (April 2006) If the local bank's CD rates are higher than the Vanguard PMM rate by at least 1%, the Board empowers the Executive Director to move the money to the local bank. (September 2006)

2. **Financial Reports** - Complete financial reports are available to all Board members, but normally only the Chair and Vice Chair will receive copies of the full reports and will work with the Executive Director and our CPA to monitor accounts. Any other Board member may request full reports from the Executive Director. (October 1997)
3. **Contingency Line** - We should allow for unexpected expenses such as the IRS and liability expenses of this year by adding a contingency line to the budget of 5%. (April 1998)
4. The ASIANetwork Board supports the concept that revenue to meet the expenses incurred to finance the basic administrative costs of the consortium should, as much as possible, be generated from within the organization. Such a commitment recognizes the need to create and maintain a fund from which interest can be drawn to supplement revenue secured from annual dues payments. Once a balanced administrative budget is achieved, ASIANetwork may then direct these funds to the development of programs that enhance the teaching of Asia on ASIANetwork member campuses. (April 2000)
5. ASIANetwork will hire a financial manager to actively manage AN's investment funds. (September 20, 2008)
6. Adjust the total amount in the Executive Director managed CD/PMM accounts to be maintained at \$400,000, and move any amount in excess of this to the managed account we hold with Clifton Gunderson. This will be revisited at each board meeting. (October 2009)

## **Chair and Past Chair**

1. **Remuneration for the Chair** - Following the 1996-1997 Board year, the ASIANetwork will remunerate the Board Chair only for reimbursable expenses. (October 1996)

Following the 1996-1997 Board year, the ASIANetwork will remunerate the Board Chair for reimbursable expenses superseded by action taken at the April 1997 Board meeting. (October 1997)

The Board will provide the Chair with a \$5,000 resource fund that can be used to help meet costs for the Chair to attend AAS or other professional meetings as a representative of ASIANetwork, to buy release time at the Chair's home institution, or for other expenses. It can also be remitted at the end of a Chair's tenure as a stipend to compensate the Chair for the work load incurred in undertaking his/her Board-chairing responsibilities. (April 1997)

2. **Ex-officio Member** - The immediate past Chair of the Board will be an ex-officio member of the Board in the year following the chairship, unless he/she has not yet completed the three year term (October 1996) The **Past Board Chair** has the following responsibilities: (1) Be the Consultancy Monitor as specified in the Board Assignments document; (2) Maintain communication with the Past Chairs Advisory Council (October 2005); and (3) Work with the note-taker in preparing the Board meeting minutes (September 2007)

### **Consultancy Program**

1. Include faculty from member schools who have been involved in AN but may not have sat on the Board (this fits well with our Strategic Plan). (October 2009)

### **Council of Advisors**

1. **Council of Advisors** - The advisory council does not have to meet. The Chair will write a personal letter of invitation. No more than nine people should serve on the Council at one time, and the names of advisors should appear in the brochure. (October 1996)  
The Council of Advisors will normally have 10 members. (September 2007)
2. The Chair will write a personal letter to invite members to serve. (October 1997)

### **Development**

1. The Development Team shall consist of two members who shall serve staggered three-year terms. In principle, Development Team members shall serve no more than two terms. The duties of Development Team members involve the identification of potential funding agencies for ASIANetwork projects approved by the Board as well as the cultivation of interest in those projects within potential funding agencies through letter writing, phone contacts, and visits. In the execution of these duties, the Development Team shall work closely with ASIANetwork's Board Chair and Executive Director. As necessary the Executive Committee shall invite the Development Team to attend Board meetings where they shall report to the Board on their activities. Each member shall receive an annual stipend of \$3,000. Expenses related to the regular work of the Team (phone, mailing and photocopy expenses) as well as expenses related to the Team's annual visit to funding agencies shall be covered by ASIANetwork. Expenses involved in attending Board meetings shall also be covered by ASIANetwork. Nominations to the Development Team shall be made from the ranks of past Board members. The names of newly appointed Development Team members shall be reported to the ASIANetwork membership at the Annual Business Meeting and ASIANetwork publications.
2. The Board approved the attendance of both members of the Development Committee at all Board meetings. (April 2007)

### **Guidelines for Developing ASIANetwork Grant Applications** (April, 2004)

Central to developing successful grants is collaboration and communication, and hammering out a common intent among faculty who focus on different regions of Asia and approach their study through different disciplines. Grant applications must be well-researched and well written. Grants must also be implemented in a timely, organized, and fiscally responsible manner.

**We suggest that the following guidelines be established to assure that a regularized process is created to develop grant proposals:**

- Presentation to the Board Chair and Executive Committee of a grant concept by those who seek ASIANetwork support for a grant initiative
- ASIANetwork Board approval of the grant concept
- Broad-based discussion among ASIANetwork Board members and ASIANetwork members of the grant concept in order to explore and tap expertise, suggestions, resource recommendations, and networking possibilities
- Appointment of a grant writing committee by the Board
- Ongoing progress reports between the grant writers and the Executive Committee
- Final Board approval of the grant proposal before it is submitted to foundations and funding institutions
- Discussion of potential funding sources by the Board and Development Committee
- Submission of grant to the Development Committee for final review and editing
- Presentation of grant to funding organizations by the Development Committee

**A well-researched grant application should include the following:**

- Introduction
- Goals/Objectives  
(Why is this grant important? What will it provide that is new?)
- Resources and contacts available to achieve grant objectives:
  - Sites, names and addresses, phone numbers, e-mail of individuals and/or institutions central to the project
- Travel specifics and intent/purpose of travel
- Procedures for soliciting participant applications, reviewing and selecting proposals, and announcing successful candidates
- Timetable
- Detailed budget, including stipends, travel, conferences, and administrative expenses

**Distinguished Service Award**

1. This award is given occasionally to those individuals who have rendered meritorious service to ASIANetwork. Recommendation goes to the Executive Committee; after careful deliberation, the Committee recommends to the Board. All awards must be approved by the Board. (March 14, 2008)

**Executive Director**

**Position Description:**

See attached position description, April 2003 document by Suzanne W. Barnett. This is superseded by Board action on April 9, 2010 – see below.

See AN Executive Director Position Description that was approved by the Board on April 9, 2010 in conjunction with the review of the Executive Director conducted by the Personnel Committee.

**Review of Executive Director:** The review process for the Executive Director should come at the end of the 2<sup>nd</sup> year of each contract period. This will allow the Personnel Committee and the Board to provide precise and constructive feedback to the Executive Director. It will allow the ED to make clear the

changing needs of the position and for ASIANetwork to respond by refining the responsibilities of the ED and his/her support staff. (October 2009)

**Compensation:** See Executive Compensation Policy approved by the Board on April 9, 2010.

### **External Meetings**

1. **Participation at External Meetings** - Invited participation by a representative of ASIANetwork in an external meeting on resonant issues depends on the value of the meeting to the mission of ASIANetwork and the availability of funding as determined by the Chair and the Executive Director. Such participation should be exceptional, and if it occurs the Chair or the Chair's designate should function as the representative. (April 1997)

### **Form 990 for Tax Returns**

Documents in compliance with Form 990, namely Conflict of Interest, Whistleblower, and Document Retention and Destruction policies were approved by the Board on April 9, 2010

1. Upon the form 990's draft completion, the Finance Committee will review it for approval before submitting to the IRS. (April 9, 2010)
2. Financial Forms (990 and associated schedules) will be put on the web in a password protected page.

### **Grants**

1. **Major Grants** - The Directors of major grants shall report regularly to the Chair; and annually to the Board membership at the annual conference. (October 1996)
2. **Collaborative Grants** - ASIANetwork will consider the possibility for combined or cooperative grants proposals. In such case, the following guidelines will apply.
  - A. The grant history of any potential collaborator should be fully available for review. This grant history should include access to unsuccessful as well as successful applications, grant budgets and expenses, and reports made by the organization to the grantee foundation.
  - B. The aims of any potential collaborator must be harmonious with the ASIANetwork's stated purposes, that is, the organization must have a compatible educational mission and/or service orientation. Ideally, the ASIANetwork should collaborate only on projects that its members would conceivably have formulated on their own.
  - C. Any potential collaborative grant must serve ASIANetwork efforts both to sustain the consortium, and to maximize the academic services and opportunities delivered to its member institutions.
  - D. Any potential collaborator must reach clear agreement with ASIANetwork regarding how grant monies would be spent and monitored.
  - E. The name of "ASIANetwork" must be included in the title of any collaboration. (April 2000)

3. During one's term on the Board, member cannot initiate an application for an ASIANetwork individual grant. (September 2006)

## **Membership**

By-Laws change regarding membership approved at the Business Meeting on April 10, 2010 in Atlanta, GA:

Replace the membership categories Full Members and Associate Members with new language: **Institutional Members**. Annual dues: \$300.00. "Institutional Members" will be comprised of two categories of institutions: Category I and Category II.

Category I— all accredited, degree-granting institutions that define their primary mission as the provision of an undergraduate liberal arts education. Ordinarily, these will be relatively small colleges with enrollments of 6,000 students or less.

Category II—all accredited, degree-granting institutions that define one of their missions as the provision of an undergraduate liberal arts education. Ordinarily, Category II Institutional Members will be small universities, some community colleges, and/or other institutions with enrollments of 6,000 students or more.

All benefits of institutional membership are available to both categories. Since the mission of ASIANetwork is the fostering of Asian Studies in small liberal arts colleges, in competition for fellowships and grants administered by ASIANetwork and for Board Membership, preference may be given to Category I institutions.

There will be no change to Affiliate Institutions and Affiliate Individual categories of membership. All benefits will remain the same for both groups. Thus:

AFFILIATE MEMBERSHIP - is open to either organizations (foundations, publishing houses, etc.), or individuals with an interest in undergraduate liberal arts education. Affiliate Membership confers all the benefits open to other members, except that they are not eligible: (1) to apply for fellowships or grants administered by ASIANetwork; or (2) to nominate or elect candidates to serve as officers of the organization. Annual dues: \$100.00 for organizations and \$50.00 for individuals. (April 2000) (no dues change: April 2007)

1. The **goal for membership development** should be to increase the number of national and regional liberal arts institutions. (October 2005)
2. **Renewal Reminder:** Membership renewal letters will be sent in July to Deans with e-mail notification to contact persons informing them of the mailing. (September 20, 2008)
3. **Online Membership Data base:** Allow as many people who desire to register as members from member institutions without additional charge. For institutions with 8 or more registered members, mailings of 8 copies of the journal and other postal mailings will be sent to the contact person at the institution who will be in-charge of distributing/sharing the materials. (October 2009)

**Note: The following paragraphs are maintained here for historical purposes:**

**Membership Categories** - It was moved that we adopt three different categories for memberships. We would list full members, associate members, and affiliate organizations or individuals. (April 2000)

**FULL MEMBERSHIP** - is open to all accredited, degree-granting institutions that define their sole or primary mission as the provision of an undergraduate liberal arts education. In general, these will be relatively small, private colleges with enrollments, roughly between 500-2,500, although some public and some larger institutions may also be admitted to Full Membership, which confers all the benefits described elsewhere. Annual dues: \$300.00. (dues change: April 2007)

**ASSOCIATE MEMBERSHIP** - is open to accredited, degree-granting institutions that define as one of their basic missions the provision of an undergraduate liberal arts education. Typical Associate Members will be small universities, some community colleges, and other private and public colleges with somewhat larger enrollments. All benefits open to Full Members are also open to Associates, except that in the case of competing applications for fellowships and grants administered by ASIANetwork, and for Board Membership, Full Members will be given priority. Annual dues: \$200.00. (dues change: April 2007)

**AFFILIATE MEMBERSHIP** - is open to either organizations (foundations, publishing houses, etc.), or individuals with an interest in undergraduate liberal arts education. Affiliate Membership confers all the benefits open to other members, except that they are not eligible: (1) to apply for fellowships or grants administered by ASIANetwork; or (2) to nominate or elect candidates to serve as officers of the organization. Annual dues: \$100.00 for organizations and \$50.00 for individuals. (April 2000) (no dues change: April 2007)

The new dues structure will entitle eight (instead of six) individuals from the institution to be listed in the Membership Directory thus included in all ASIANetwork mailings. (April 2007)

**Membership Categories:** Based on the minutes of the April 2000 meetings that states: "It was agreed that ASIANetwork should grandfather current members of ASIANetwork who presently regard themselves as full members but because of the new statement might better be categorized as associate members and allow them to remain full members," the current (2005-06) Board at its Fall 2005 meeting approved the following provision:

Those schools that were institutional members by the time the new categories for membership were approved (in April 2000) but might be better classified as Associate Members under the present criteria should be given the option to remain Full Members. (October 2005)

**Membership Classification question:** As a result of the changes in the Carnegie Foundation's classification of institutions it became difficult to place applicant institutions into either the "Full" or "Associate Member" category. (See explanation by Larry Schulz at the end of this document). The Board agreed to continue with our definition of the classifications and the Membership Committee will use the Carnegie Foundation classification and other tools to determine an institution's classification. (September 2006)

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**Membership Definition** - It was moved that we adopt three different categories for

memberships. We would list institutional members, affiliate institutional members, and affiliate individuals. The definition of membership to be redefined as follows: (*Note: This has been superseded by the above.*)

ASIANetwork member institutions are united in their commitment to undergraduate education, and in promoting the study of Asia as part of that commitment. Institutions qualifying for full membership will normally share certain characteristics: a primarily undergraduate mission, a liberal-arts orientation, an independent free-standing identity and accreditation, and relatively small size. As described, this profile is typical of private liberal arts college, but also applies to public liberal arts institutions. Other institutions and individuals are affiliate members. (September 1999)

Affiliate Institutional Membership - Affiliate Institutional Membership is open to other institutions with Asian Studies programs (e.g., comprehensive universities, community colleges). Affiliate Member Institutions will designate an ASIANetwork representative. These institutions and its Asian Studies faculty members are eligible for the same benefits and privileges as regular institutional members. However, in case of competitive institutional or individual grants, when proposals are rated of equal quality, preference will be given to regular institutional members and/or its faculty. (October 1997)

Individual Affiliate Membership - Individuals involved in Asian Studies programs who come from institutions or agencies which are not institutional members may apply for individual affiliate status. Individual Affiliate Members receive the *ASIANetwork Exchange*, pay the reduced registration rate to attend the annual conference, and may apply for ASIANetwork faculty development and fellowship grants. However, they receive the last priority in competitive grants in cases when proposals are rated of equal quality. (October 1997)

### **Past Chairs Advisory Council**

The Past Chairs Advisory Council (PCAC) shall include all past chairs of the ASIANetwork (AN) Board of Directors as well as past Executive Directors in cases when the latter have not also served as Board chairs. The role of the PCAC will be that of an informal advisory group. The current Executive Director shall report to the council once a year on the activities of AN. The current Executive Committee may consult the PCAC as needed on issues such as long-range planning as well as nominations for the Board, for the position of Executive Director, for the Council of Advisors and for the leadership of specific programs that the AN Board may initiate. Whenever possible, at least once a year members of the PCAC shall be brought together as a group at a convenient venue (e.g., the AN annual conference or the annual meeting of the AAS) for purposes of consultation. The *ex-officio* board chair will organize these meetings. As an informal advisory group, the PCAC shall receive no financial support from AN. (October 2005)

### **Student-Faculty Fellows Program**

1. There will be no substitution of student fellows without prior permission from ASIANetwork and that no additional people, including friends and family are permitted to join the grant participants during the travel in Asia. (September 2006) **This is superceded by the following:**
2. There will be no substitution of student fellows and /or faculty mentor without prior permission from ASIANetwork. No friends and family of the student participants are permitted to join the program activities during the travel in Asia.

## **Selection Committee for AN Administered Grants**

1. The Selection Committee normally consists of the Chair, Vice-chair, Executive Director, and the Program Director. For individual/team grants, if an application comes from the same institution where a committee member is from, the member recuses him/herself from the deliberation and decision on this particular application. For institutional grants, if the institution of any of these four committee members is applying, that member should be replaced on the committee.
2. **Policy for Replacement on Program Selection Committees:** If the committee falls below a minimum of three (3), then the Executive Committee will choose another member(s) for the committee from among current Board members or Past Board Chairs, to bring the committee up to a minimum of 3 members, keeping in mind the framework of directives for the Nominations Committee. (October 2009)

## **Website**

1. **ASIANetwork Internet Group** - The Board accepted the proposal for AIG (ASIANetwork Internet Group) formation as presented by T. Cheek. (April 1998)
2. **Website Policies** - The “ASIANetwork Website Policies Statement,” the formal articulation of policies and related guidelines concerning (a) editorial authority and (b) appropriate content for the Website, was developed over the summer of 1998 with the help of the ASIANetwork Internet Group (AIG) Board representative, the AIG and ASIANetwork Board members. An initial version of the guidelines was presented to the Board during the October 10-11, 1998 meeting. The Board generally supported the overall frame and intentions and made several suggestions for clarifying the policy statement and strengthening editorial oversight by the Board AIG representative. The Board further agreed that a revision incorporating these suggestions could be distributed via e-mail and fax to the ASIANetwork Board for final discussion and approval. The revised guidelines were distributed as agreed on October 15, 1998, by Board chair Suzanne Barnett. By October 25, 1998, Chair Barnett had received five statements of approval and no objections from the 10 voting Board members. She then announced via e-mail and fax the approval of the “Revised Policies Statement” in this form on October 26, 1998. The “Revised Policies Statement” was then posted on the website, <[www.asianetwork.org](http://www.asianetwork.org)>.

Proposed “Lore” statement The “ASIANetwork Website Policies Statement” reflects a consensus initially developed through e-mail exchanges among members of the ASIANetwork Board and ASIANetwork Internet Group (AIG) concerning (1) the purpose and guidelines for editorial decisions regarding what may be included on the Website and (2) the structure and flow of editorial authority for the Website. In particular, the Statement emphasizes these points:

- A. Editorial control concerning the Website rests with the ASIANetwork Board, with authority of the ASIANetwork Board concerning the Website resting with the Executive Director of ASIANetwork and the ASIANetwork Internet Group (AIG) Board member;
- B. Day-to-day editorial and operational duties rest with the ASIANetwork Website Editor.
- C. The AIG provides the ASIANetwork Board guidance on issues of policy and publicity, but final authority rests, of course, with the ASIANetwork Board.

Accordingly, in cases of uncertainty, the ASIANetwork Website Editor should turn to the

AIG for guidance. The AIG includes both the Executive Director of the Board and the AIG Board representative: but any guidance this group may offer the ASIANetwork Editor is ultimately subject to ASIANetwork Board approval.

The “Policies Statement,” including Tim Cheek’s delineation of the ASIANetwork Internet Group (AIG), including membership and functions, as approved by the Board during its April 1998 meeting, is attached to the “Lore” as an addendum.

## **Proposed Addendum:**

### **Revised Policies Statement, ASIANetwork Website**

1. **General guidelines, Website materials** - (to be posted prominently on the ASIANetwork site) Suggestions for materials to be included on the ASIANetwork Website (links to faculty home pages, course syllabi, additional web-based resources, etc.) should be sent to the Academic Editor (identified by name and e-mail address). Materials must directly contribute to the support of Asian Studies in the liberal arts context. Members of ASIANetwork enjoy first priority concerning materials and suggestions for materials to be added to our site. Materials and suggestions from non-members require the approval of the ASIANetwork Internet Group (AIG) and the Board of ASIANetwork.

**Operating policy** - The Academic Editor is responsible for initially determining the appropriateness of posting suggested material, where such material will be posted (if appropriate), etc. Should the proposed material raise questions of appropriateness for the Academic Editor (e.g., material created by non- ASIANetwork members, material containing advertising, material containing potentially offensive or obscene language, images, etc.), the Academic Editor will turn to the AIG for guidance and clarification. (The AIG includes the Executive Director of ASIANetwork and the ASIANetwork/AIG member responsible for the Website). Any decision reached by the AIG will be reported to the ASIANetwork Board for Board final approval. The Academic editor will notify the AIG member whenever s/he posts new material on the Website. It is the responsibility of the AIG member to review new material in a timely manner (ideally, within 24 hours), and, in the case of questionable postings, review these with the Academic Editor.

2. **Specific guidelines**

- A. The ASIANetwork Website is operated by ASIANetwork primarily as a service to ASIANetwork members. Accordingly, our prevailing practice is that requests for linking to faculty home pages will ordinarily be fulfilled only for faculty of ASIANetwork member institutions (or individual faculty who hold individual ASIANetwork membership). Requests from non-member faculty require the approval of the AIG and the ASIANetwork Board.
- B. Student home pages should be clearly distinguished from faculty home pages, perhaps by linking to student materials through a different page on the ASIANetwork Website.
- C. Content appropriateness - The cross-cultural function of the ASIANetwork Website opens the possibility of inadvertently posting materials that might prove offensive. At the same time, the values of scholarship and teaching, along with Western commitments to free speech and democratic governance, weigh against excessive control of information

on our Website.

We pursue a middle ground, one guided by the primary goals of teaching, scholarship, and our Website, namely, constructive dialogue and increased understanding between members of diverse cultures.

Content should be judged first of all, according to its scholarly integrity (including truthfulness) and contribution to constructive teaching and dialogue. But we also communicate more effectively if we (generally) avoid forms of expression that violate important cultural and individual norms; this means that we, and contributors to the ASIANetwork Website, should make every effort to recognize the aesthetic, ethical, and political sensibilities of *those with* whom we seek to communicate. In the instance when someone wants to post material which, despite such self-regulation, seems questionable, the Academic Editor will convey the request first to the AIG and then to the ASIANetwork Board for review and decision.

**Tim Cheek's delineation of the ASIANetwork Internet Group (AIG), as approved by the Board, April 23, 1998:**

The ASIANetwork Internet Group (hereafter AIG) is a formal subgroup of the ASIANetwork under the Board of Directors. Its purpose is to facilitate, monitor, and set policy for ASIANetwork activities to do with the Internet, World Wide Web, and instructional technology on computers. A sitting Board member will usually head or otherwise be centrally active in the AIG. Currently, the AIG undertakes the following activities: assists the ASIANetwork Website College (St. Olaf) by providing Board guidance on issues of policy and publicity and by organizing the regular AIG panel(s) at our annual meetings; one of its members operates our electronic bulletin board, <asianetwork@cc.colorado.edu>. The AIG is comprised of a small but representative constituency of the membership:

\*the designated Board member(s), usually one, currently Tim Cheek April 1998; most likely Charles Ess from April 1998

\*the Executive Director, ex officio, currently Marianna McJimsey;

\*the faculty editor of <www.asianetwork.org> currently Pin Wan;

\*the academic technician at the host college, currently Craig Rice;

\*the ASIANetwork Exchange internet/technology specialist, currently Alice Chin Meyers;

\*one or two active and able colleagues from the general membership. These arrangements are made by a vote of the Board of Directors and can be modified at any time by the Board. (April 1999)

(In some cases, wording has been changed in the interest of clarity by Suzanne Barnett, Board member.)

**Strategic Plan Implementation:** (October 2007) (See Strategic Plan – attached)

- 1) That the Future Projects Committee take responsibility for implementing—

- a) Goal 1 (Offering an expanded variety of collaborative learning programs, sending more students and faculty to Asia);
  - b) Goal 2 (Providing enhanced opportunities for faculty research and development);
  - c) Goal 4 (Becoming a resource that helps member institutions initiate, support, and deepen the teaching of Asian languages in the liberal arts);
- 2) That the Vice-Chair and Conference Committee take responsibility for implementing Goal 3 (Making AN's annual conference a showcase of Asian Studies scholarship and pedagogy);
  - 3) That the Development Committee take responsibility for implementing Goal 5 (Identifying additional sources of funding for its projects);
  - 4) That the options the Strategic Planning Committee identified for the future organizational structure of AN be passed on to the Personnel Committee (Chair, Vice-Chair, Past Chair, one Board member in 2<sup>nd</sup> year of service); and finally,
  - 5) That since the work of this Committee is finished the Board will dissolve it and take responsibility for periodic review of progress toward the strategic planning goals.

**Documents that should be attached here but are in separate files:**

- 1. Executive Director Position Description and Responsibilities** (file name: AN Exec Dir Description 4-2010 Cache 1)
- 2. Executive Compensation Policy** (file name: AN ED Compensation Policy 4-2010 Cache 2)
- 3. Form 990 Documents** (file name: Form 990 Schedule O docs 4-2010 Cache 3)

## Membership Classification Issues

Life for the membership committee has become more complicated since the Carnegie Foundation's reclassification scheme went into effect. The Carnegie Foundation for the Advancement of Teaching now has introduced a multi-dimensional classificatory structure that defies easy placement of applicant institutions into either the "Full" or "Associate" category.

Although Carnegie is trying to create a more realistic "snapshot" profile of an institution, the category of "Liberal Arts and Sciences" now carries a number of nuanced sub-divisions, depending on institutional size, relative emphasis on professional versus liberal arts programs, degree of graduate-undergraduate "co-existence", and so forth. It is possible for an institution to slip into a less desirable (from the AN perspective) category simply by offering some new and expanded graduate degrees. All the while, the institution is still offering a fine undergraduate program of Asian Studies. Even more troubling is the fact that heretofore solid "Full Member" AN institutions have recently been re-classified by Carnegie in ways that would seem to call into question their remaining in that category. If we were to take this seriously, then we would have to grandfather their Full Membership status as liberal arts institutions in order for them not to slip into what we now define as "Associate Members."

The confusion was compounded for me when checking on a current applicant for Full Membership, which Carnegie classified as "Bal/SGC; Postbac-A&S/Ed.; MU; FT4/MS/HTI; S4/HR; Master's L" In plain English, this description means that the school is a majority undergraduate institution with a balanced arts and sciences versus professions curriculum with some graduate offerings, mainly in Education that qualify it to be a Master's level institution with larger graduate programs. Carnegie's web site allows for cohort institutional listings. When I submitted this set of descriptors, the program returned a list of institutions that included a number of AN schools that have long since been assigned Full Membership status. To use the graduate designation as a reason to place this institution in Associate Membership status would be unfair, unless we were to reclassify certain of our "Full" brothers and sisters as "Associates"!

My recommendation is to allow the membership committee some latitude in interpreting Carnegie and other classificatory schemes, using common sense and our knowledge of current member institutions in order to maintain some level of consistency.

Larry Schulz  
September 2006

## **ASIANetwork: A Consortium of Liberal Arts Colleges to Promote Asian Studies**

### **Strategic Plan and Goals 2007-2012**

**ASIANetwork** is a consortium of over 170 North American colleges that strives to strengthen the role of Asian Studies in undergraduate liberal arts education in an increasingly interdependent world.

**Mission:** ASIANetwork encourages the study of Asian languages, societies and cultures on member campuses and enables faculty and students to experience these cultures firsthand. AN facilitates conversation to develop and strengthen Asian Studies programs and to foster collaboration.

**Vision:** ASIANetwork will be the central organization for the study of Asia in undergraduate liberal arts education through its programs and resources in areas of Asia represented by its members.

**GOAL 1:** By 2012 AN will offer an expanded variety of collaborative learning programs, sending more students and faculty to Asia

**GOAL 2:** By 2012 AN will provide enhanced opportunities for faculty research and development

**GOAL 3:** By 2012 AN's annual conference will be a showcase of Asian Studies scholarship and pedagogy

**GOAL 4:** By 2012 AN will be a resource that helps member institutions initiate, support and deepen the teaching of Asian languages in the liberal arts

**GOAL 5:** By 2012 AN will identify additional sources of funding for its projects

## **ASIANetwork COUNCIL OF ADVISORS**

The ASIANetwork Council of Advisors shall normally consist of ten (10) members, as appointed by the ASIANetwork Board of Directors. The term of appointment shall be three (3) years normally renewed for a total of six (6) years of service.

The purpose of the Advisory Council is to provide counsel to the ASIANetwork Board and its officers, particularly the Chair and the Executive Director, on matters of finance and fundraising, policy, and program planning. While the Council would not have to meet as a group on a regular basis or even occasionally, the ASIANetwork Board should endeavor to find opportunities to meet members of the Council at the annual meetings of the Association for Asian Studies and the ASIANetwork annual conference. The Board will welcome Advisors' attendance at the annual conference.

In appointing members of the Council the ASIANetwork Board shall endeavor to maintain diversity of careers, specialties, and perspectives.

### **Rationale**

The constant need to identify sources of funding to sustain ASIANetwork operations and special projects informs the wisdom of establishing a council of consultants on whom the ASIANetwork Chair, Executive Director, and other Board members may call for advice and assistance in matters of funding, policy, and program planning. Members of the Council should be knowledgeable about Asia and have a commitment to excellence in liberal arts education at the undergraduate level; Council members should be people of professional distinction who are willing to share their experience and exercise their expertise and influence in order to advance the educational mission of ASIANetwork.

### **Terms of appointment**

Members of the Council should be able to provide long-term service to ASIANetwork, but the Council also needs a reasonable turnover. A three-year term normally extended to six years would permit developmental service but would not lock up the membership of the Council. Of course a member of the Council may resign at any time for professional or personal reasons, in which case the Board will appoint a replacement (either to fill out the term of the Council member who resigned or to start a new term).

## **ASIANetwork EXECUTIVE DIRECTOR**

The Executive Director is the chief administrative officer of ASIANetwork and has operational responsibility for all consortium constituencies and activities, including membership, Board of Directors meetings, budget, grant-funded projects, the annual conference, resource development, publications, and planning. The Executive Director is appointed by the Board of Directors and reports to the Board; the Executive Director also serves as a voting member of the Board. The Executive Director works closely with the Board officers (Chair, Vice Chair, and Vice Chair-designate). The Executive Director arranges for the appointment of staff support--an Administrative Associate and a Fiscal Officer--customarily at the Executive Director's home institution. The Executive Director also enlists and works with the editor(s) of *The ASIANetwork Exchange*, as well as Board-appointed directors of grant-funded projects. The Executive Director also serves with the Board-appointed Development Committee to determine and pursue prospective sources of foundation grants or other sources of funds to support the mission of the consortium and its daily operations and to assure the consortium's long-term viability.

The Executive Director should be on the faculty in Asian Studies at an ASIANetwork member institution. Preferably the Executive Director will have served on the ASIANetwork Board of Directors. The Executive Director should have professional accomplishments and skills, along with personal style, in keeping with the office.

## **ASIANetwork Operations Guidelines**

### **I. Membership Yearly Renewal Campaign**

- Send mailing in mid-July to Deans (except to those schools that indicated that the reminder e-mail be sent to the contact person)
- E-mail the contact person that the mailing has been sent to the Dean

Note: Using the Wild Apricot platform, renewal reminder is automatically sent to the contact person on July 1, August 1, and September 1. Thus, we did not do the above beginning 2010.

### **II. Board Meetings:**

#### A. Fall Board meeting:

- Executive Director makes all hotel reservations
- Covered expenses: transport (air, car, taxi/limo – preferably shared); Friday to Sunday basic room charges and meals (not covered: in-room movies, room service if room price includes meals already, or unauthorized bar charges)

#### B. Spring Board meeting:

- Individual Board members make their own hotel reservations unless informed otherwise by the Executive Director
- Since this occurs during the conference; AN will cover the same as in the Fall Board meeting except the Conference Registration fee
- Incoming Board members: at the spring meeting, AN will cover extra one-day expense: Thursday night room and meals up to Friday lunch.

### **III. Conference Keynote Speakers**

- We will normally have 3 keynote speakers: Friday evening Opening Plenary, Saturday morning Plenary, Sunday morning Hot Topics. Honorarium for each: \$500
- Speakers arrange their own transport (coach class by air) and will be reimbursed by AN for all travel expenses
- AN (Executive Director) reserves hotel room for all speakers