



2026 - 2027

VOLUNTEER LEADERSHIP

HANDBOOK

We are CUR.



THANK YOU!

Welcome, and thank you for your service to the undergraduate research community and for your commitment to the Council on Undergraduate Research (CUR). I am excited and honored to serve alongside you as we work together to advance CUR's mission. Together we can work toward achieving CUR's vision of building better lives and a better future through Undergraduate Research!

As a member-driven organization, CUR's strength is rooted in the engagement, expertise, and contributions of its volunteers. Your role as an elected leader is both an opportunity and a responsibility. You help shape the impact of the organization, support our members, and ensure we continue to grow in ways that are responsive, inclusive, and forward-looking.

Our shared responsibility as leaders in CUR brings together volunteers and staff in partnership and connects strategy, insight, and action across the organization. Through this approach, we foster a dynamic environment that supports excellence in undergraduate research.

The impact of CUR is made possible through the dedication of individuals like you. Whether through governance or programmatic efforts to engage members, your work strengthens our collective efforts and broadens access to undergraduate research across higher education.

This handbook is designed to support you by providing key information, resources, and guidance to help you fulfil your role in CUR. I encourage you to use it as a reference throughout your term and to stay engaged with CUR's programs and opportunities.

Thank you again for your time, your leadership, and your commitment to CUR. I look forward to working together in the year ahead.

Karen Resendes
CUR President 2026-2027

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Section 1:

CUR + Volunteer Leadership Overview

ABOUT CUR

CUR's Community

CUR's members are higher education professionals dedicated to supporting undergraduate research. CUR supports undergraduate students through their institutions. CUR broadens opportunities for its constituents through relationships with higher education, disciplinary organizations, government agencies, and industry partners.

CUR Core Values

CUR is committed to fostering a culture that models our core values of:

- Excellence
- Respect and integrity
- Flexibility, responsiveness, and innovation
- Recognizing and valuing differences

Mission Statement

CUR is the premier community of higher education professionals advancing excellence in undergraduate research.

How does CUR Support Undergraduate Research

CUR supports undergraduate research through professional development, resources, and community engagement for faculty, staff, administrators, and students.

Our publications, programs, and outreach activities share effective models and strategies for establishing, sustaining, and strengthening undergraduate research programs. We support faculty and institutional leaders in improving and assessing research environments and in building cultures that support student inquiry and creative scholarship.

CUR also recognizes institutions with exemplary undergraduate research programs and honors faculty who demonstrate outstanding mentorship and leadership in supporting undergraduate researchers.

In addition, CUR provides information and expertise to foundations, government agencies, state legislatures, and Congress on the importance and impact of undergraduate research.

Learn more [about CUR](#)

ABOUT CUR

How does CUR Define Undergraduate Research

Undergraduate research, scholarship, and creative inquiry is fundamentally a pedagogical approach to teaching and learning. With an emphasis on process, CUR defines undergraduate research as: A mentored investigation or creative inquiry conducted by undergraduates that seeks to make a scholarly or artistic contribution to knowledge.

Learn more [CUR Definition of UR](#)

Strategic Plan: CUR Twenty•30

CUR's strategic plan guides our shared priorities and organizational focus. Our work is centered on three interconnected goals:



Empowering the Undergraduate Research Community:

Creating Community in CUR

Goal: Fostering professional growth, collaboration, and long-term impact of CUR members.



Driving Excellence and Innovation in Undergraduate Research:

Defining and Celebrating Excellence Across Higher Education

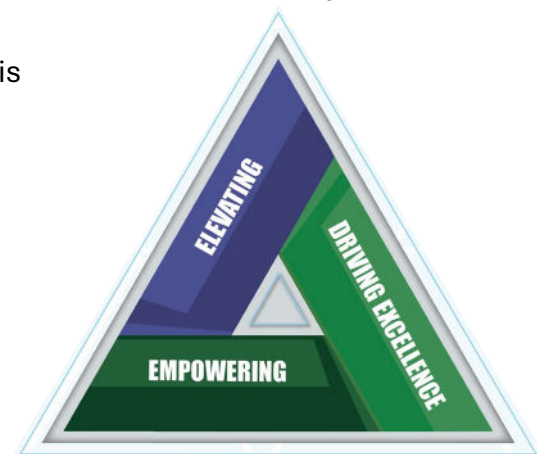
Goal: All institutions are using CUR's content to achieve excellence in undergraduate research aligned with their mission.



Elevating Undergraduate Research:

Representing and Advocating for Undergraduate Research in Society

Goal: The value of undergraduate research is recognized and leveraged by stakeholders, institutions, and policymakers.



Learn more [CUR Strategic Plan](#)

ABOUT CUR

Non-profit Association Status

CUR is a 501(c)(3) nonprofit association incorporated in the state of Minnesota and operating out of Maryland, with employees located across multiple states.

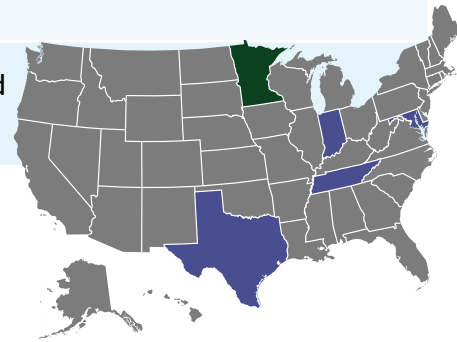
As a 501(c)(3) organization, CUR is organized for educational and charitable purposes as defined by the Internal Revenue Service (IRS). This status carries specific legal and regulatory responsibilities, which guide how CUR operates and communicates publicly.

Key requirements include:

CUR may not engage in political campaign activity or public endorsement for or against any political candidate

CUR may not distribute partisan political messaging to the public

CUR complies with applicable federal and state regulations related to data privacy, storage, and member information management



Bylaws

CUR's Bylaws serve as the governing document of the association. They define the organization's purpose, structure, and operational framework, and establish the responsibilities of its governing bodies.

The Bylaws outline and guide CUR's elected volunteer leadership structure, including the: Board of Directors, Council, Divisions, and Standing Committees. These bodies work together to ensure effective governance, strategic alignment, and organizational accountability across CUR.

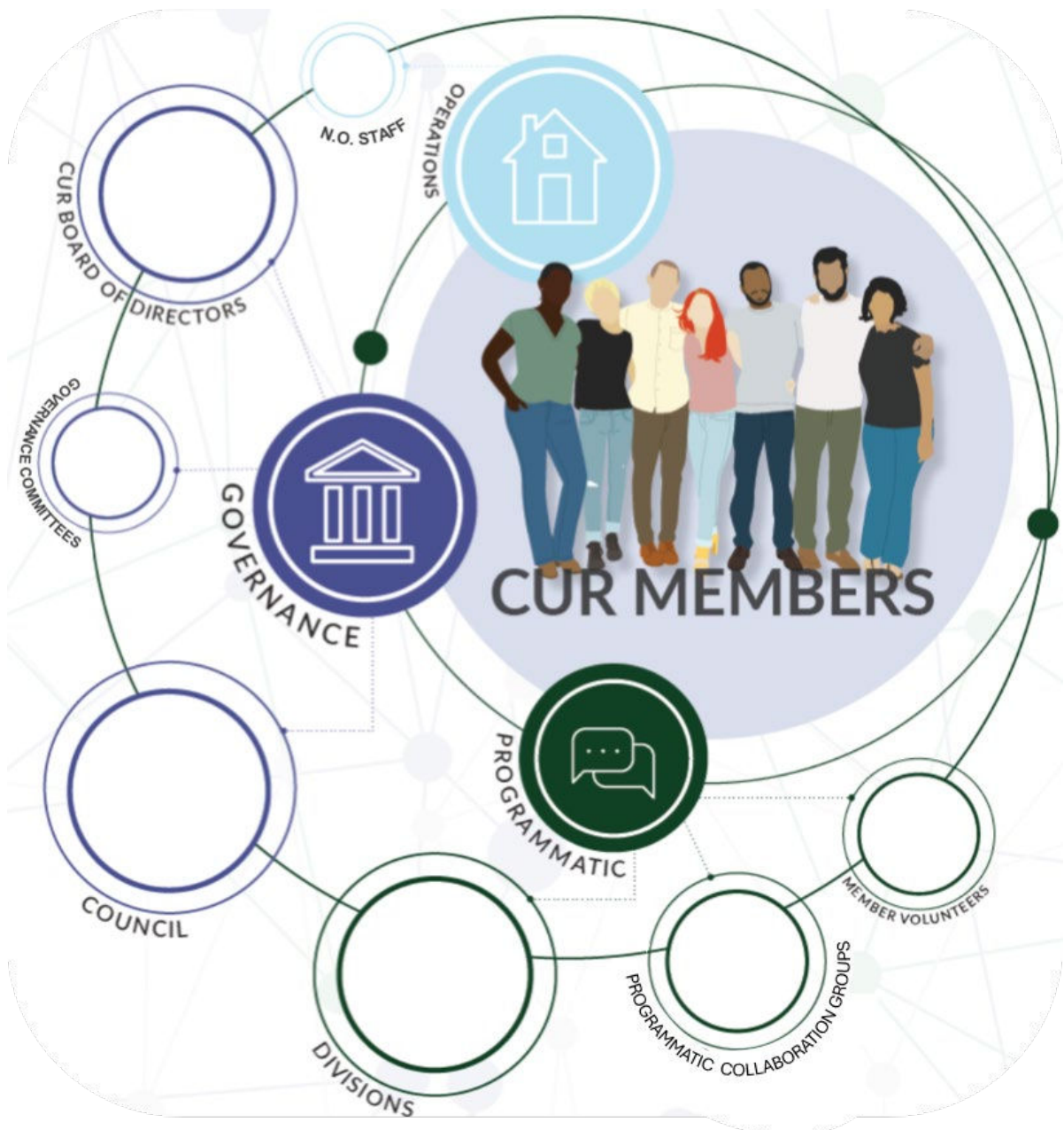
Learn more [CUR Bylaws](#)

CUR ORGANIZATIONAL STRUCTURE

CUR's organizational structure is designed to leverage diverse perspectives across the organization and reflect CUR's core values in practice. It is intentionally built to support a future-focused organization that is responsive, representative, and sustainable.

This structure reflects CUR's commitment to being:

- Nimble in decision-making and implementation
- Representative of its membership and leadership community
- Future-focused in design and priorities
- Grounded in CUR's mission, vision, and values



THREE BRANCHES OF CUR LEADERSHIP

CUR's leadership model is organized into three interconnected branches:

- Governance Leadership
- Operational Leadership
- Programmatic Leadership

Each branch plays a distinct role in advancing CUR's mission while working together to ensure alignment between strategy, insight, and action across the organization.

Governance:

*Board, Council, +
Governance Committees*

- The Board of Directors holds fiduciary responsibility and is the governance authority for CUR
- The Council serves as a bridge, providing insight and surfacing key trends, emerging issues, and opportunities
- Governance (Standing) Committees support the work of governance through focused oversight and guidance

Operational:

National Office Team

- Responsible for day-to-day operations and execution of organizational strategy
- Implements Board-approved priorities and manages organizational systems, programs, and resources
- Ensures effective coordination, infrastructure, and support across CUR's activities

Programmatic:

Division Reps + Non-elected Volunteers

- Develops and delivers educational content, programs, and initiatives aligned with CUR's strategic plan
- Fosters connection, mentorship, and engagement within divisions and across the CUR community
- Advises on community needs, opportunities, and emerging issues

OPERATIONAL LEADERSHIP

National Office Team

CUR's National Office Team is composed of talented association professionals who are passionate about advancing CUR's mission and committed to providing high-quality service to CUR members and the broader community.

CUR staff provide the operational foundation that supports CUR's programs, governance, and member engagement by:

- Providing organizational continuity and operational stability
- Implementing organization-wide initiatives aligned with CUR's strategic plan
- Collaborating with and supporting volunteers across leadership bodies
- Serving as liaisons between governance, programmatic, and operational leadership
- Assessing member needs to inform programs, services, and organizational priorities
- Developing and delivering programs, services, and member offerings
- Preparing financial reports and ensuring sound financial practices
- Ensuring compliance with legal, regulatory, and organizational requirements

Governance + Operations



**LINDSAY
CURRIE**



**PAMELA
DODGE***



**NATALIE
JONES**



**JODI
WILSON**

Brand Engagement



**ELIZABETH
MORIS**



**TODD
WAGGONER**



**HEATHER
WAKEFIELD**



**TORI
MEADOR**



**LUKE
ZIMMER**
Consultant

Community + Learning

*Pam serves as the National Office liaison to elected leaders and can be reached at pdodge@cur.org

BOARD AND STAFF PARTNERSHIP

The partnership between CUR’s Board of Directors, led by the President, and the National Office Team, led by the Executive Officer, is essential to the success of the organization. A strong and collaborative partnership enables flexible, responsive, and effective leadership that advances CUR’s mission and impact.

- In CUR’s leadership model, Board and staff responsibilities are closely connected but distinct. A helpful way to distinguish these roles is:
- The Board is primarily responsible for setting organizational direction and priorities
 - The National Office Team is primarily responsible for implementing organizational priorities and managing day-to-day operations that support CUR’s strategic direction.

Together, the Board and staff ensure that CUR’s strategy is effectively developed, implemented, and sustained.

Board led by President			N.O. Team led by EO		
Responsible	Aware		Responsible	Involved	
☒	☐	Governance	☐	☒	
☐	☒	Operations and Administration	☒	☐	
☒	☐	Decides on Vision and Strategic Priorities	☐	☒	
☐	☒	Decides on Implementation and Execution	☒	☐	
☒	☐	Makes Governance Policies	☐	☒	
☐	☒	Carries out Governance Policies	☒	☐	
☒	☐	Sets Strategic Plan Goals	☐	☒	
☐	☒	Sets Operational Plans to Achieve S.P. Goals	☒	☐	
☒	☐	Monitors Progress	☐	☒	

**adopted from ASAE Exceptional Board Training*

The above chart provides an overview of how responsibilities are distributed between the Board and the National Office Team, including areas of responsibility, oversight, and awareness across governance and operational functions.

GOVERNANCE LEADERSHIP BODIES

Board of Directors

The CUR Board of Directors is the governing authority of the Council on Undergraduate Research (CUR). The Board provides fiduciary oversight, strategic direction, and governance leadership to ensure CUR advances its mission, maintains financial health, and operates in alignment with its bylaws and nonprofit responsibilities.

The Board is responsible for long-term organizational direction, accountability, and representing CUR within higher education, research, and nonprofit leadership communities.

Board Legal Responsibilities

Nonprofit board members serve as fiduciaries and are legally and ethically responsible for fulfilling the duties of care, loyalty, and obedience. These duties guide Board decision-making and ensure members act in the best interest of CUR.

Duty of Care

Board members are expected to exercise reasonable care and informed judgment when making decisions on behalf of the organization. This includes actively participating in Board activities, reviewing materials in advance, and making decisions that reflect the best interests of CUR.

Duty of Loyalty

Board members must act in the best interest of CUR, placing the organization's needs above personal or professional interests. This includes avoiding conflicts of interest and recusing oneself from discussions or decisions where a conflict exists.

Duty of Obedience

Board members are responsible for ensuring that CUR complies with applicable laws and regulations, adheres to its bylaws and policies, and remains aligned with its mission.

For more information on board legal responsibilities:

Board Source <https://boardsource.org/resources/legal-duties-nonprofit-board-members/>

GOVERNANCE LEADERSHIP BODIES

Standing Committees

Standing Committees are formally established by the CUR Bylaws and play a vital role in governing the organization. They provide ongoing oversight, guidance, and leadership to support CUR's mission and long-term success.

Executive Committee

The Executive Committee acts on behalf of the Board of Directors between board meetings, providing strategic continuity and oversight in alignment with the Board's direction. It ensures CUR's governance remains responsive and aligned with its mission.

Composition: Officers of the Board (President, President-Elect, Treasurer, Immediate Past President, Executive Officer)

Compensation Committee

The Compensation Committee supports CUR's governance by overseeing the performance evaluation, goal setting, contract renewal, and compensation analysis for the Executive Officer and other covered individuals. The committee ensures alignment between executive performance and CUR's strategic and operational goals, and makes related recommendations to the Board of Directors for approval.

Composition: President, President-Elect, Treasurer, Immediate Past President

Finance Committee

The Finance Committee supports the Board of Directors in ensuring the financial health of CUR by monitoring the organization's financial condition and strategy. It provides guidance, reviews financial documents, and helps align fiscal planning with CUR's strategic priorities.

Composition: Treasurer (Chair) and three Board members

Nominations and Leadership Development Committee (NLDC)

The Nominations and Leadership Development Committee strengthens CUR's governance by identifying, vetting, and presenting a slate of qualified candidates for Board-level positions through a fair and transparent process. In collaboration with CUR leadership and the National Office, the committee assesses the evolving needs of the organization and ensures the recruitment of diverse, skilled leaders to drive CUR's mission forward.

Composition: Immediate Past President (Chair) and six Division representatives

GOVERNANCE LEADERSHIP BODIES

Council

The Council is a multidisciplinary leadership body that serves as a bridge in CUR's leadership structure, providing insight and surfacing key trends, emerging issues, and opportunities.

Councilor Role Overview

Councilors serve as leaders within the Council on Undergraduate Research (CUR), providing multidisciplinary insight, cross-divisional perspective, and community-informed expertise to support CUR's mission and strategic priorities.

Councilors act as key connectors between divisions and the Board of Directors, working in close partnership with Division leadership and CUR governance bodies. Through participation in Council and Division meetings, they help align programmatic efforts with organizational priorities while elevating emerging trends, opportunities, and challenges across the undergraduate research landscape.

Councilors do not hold fiduciary authority and do not set organizational policy or direction.

Council Composition

- Councilors: Two Councilors per division
- Council Chair: President-Elect (ex-officio)
- Treasurer: Member (ex-officio)
- Executive Officer: Member (ex-officio), non-voting

Councilors may not serve simultaneously on the Council and the Board of Directors, nor may they serve concurrently as Division Representatives.

Learn more [CUR Council](#).

PROGRAMMATIC LEADERSHIP BODIES

Divisions

CUR advances its mission and supports the diverse needs of its members through its 13 academic and interdisciplinary divisions. Divisions serve as the primary communities for engagement, collaboration, and programmatic activity within CUR.

Through their work, divisions develop educational content, professional learning opportunities, and community-driven initiatives that support undergraduate research across disciplines. Divisions also elevate discipline-specific perspectives and emerging needs to inform CUR’s broader work.

Current Divisions

Arts + Humanities
At-Large
Biology
Chemistry
Education
Engineering
Geosciences

Health Sciences
Mathematical, Computing, + Statistical Sciences
Physics + Astronomy
Psychology
Social Sciences
Undergraduate Research Programs

Division Composition

- Division Members: Unlimited
- Division Representatives: Up to 24 representatives may be elected by members of the division, including a designated Chair, Vice Chair, and Secretary who serve as division officers
- Councilors: Up to 2 Councilors per division

Division Members

All CUR members select a primary division, which serves as their main point of connection within the organization. Divisions provide members with access to relevant programming, resources, and a community of peers within their discipline or area of focus.

PROGRAMMATIC LEADERSHIP BODIES

Division Representatives

Division Representative Role Overview

Division Representatives serve as programmatic leaders within the Council on Undergraduate Research (CUR), advancing the organization's mission by fostering community, developing educational initiatives, and supporting engagement within their division and across the broader CUR network.

Representatives play a key role in cultivating a vibrant, inclusive, and forward-looking community that advances opportunities, belonging, and innovation in undergraduate research.

Division Officers

In addition to the expectations outlined for all Division Representatives, individuals serving in divisional officer roles hold additional responsibilities to support effective division operations, alignment with CUR priorities, and strong partnership with the National Office and organizational leadership.

Division Engagement and Activities

Much of a volunteer leader's engagement in CUR takes place within their division. While all divisions share common responsibilities, such as participating in elections and contributing to CUR-wide initiatives, each division develops its own priorities and annual action plan.

Divisions may focus on areas such as:

- Fostering connection, mentorship, and engagement within the division and across the CUR community
- Developing and delivering educational content, programs, and initiatives aligned with CUR's strategic plan
- Serving as ambassadors for CUR within their institutions and the broader undergraduate research community

Division meetings provide opportunities to share updates from across the organization and advance divisional and organizational initiatives.

PROGRAMMATIC LEADERSHIP

Non-elected Volunteer Roles

CUR's non-elected volunteers play an essential role in advancing the organization's mission, bringing expertise, energy, and commitment to initiatives that shape the future of undergraduate research. These opportunities complement CUR's elected leadership roles by offering flexible pathways for members to contribute their expertise, support key initiatives, and engage meaningfully with the broader CUR community.

Collaboration Groups

Collaboration groups are established to support CUR's work across governance, strategy, and programming. These groups may be ongoing or time-limited, depending on their purpose.

Committees - Have long-term mandates aligned with the organizational mission and/or fulfill legal requirements.



- *Standing Committees* are established by the bylaws and support governance functions
- *Awards Committees* support CUR-wide or endowed awards through a confidential review process



Working Groups - Leveraged on an as needed basis to complete a task over a limited amount of time – working groups may help to develop outcomes.



Advisory Groups - Serve as experts to advise on issues critical to the organization. These groups are established to help support CUR as it develops content and programming.

Task Forces

Leveraged on an as needed basis to complete a task over a limited amount of time – outcomes are predetermined.

Learn more about [CUR Collaboration Groups](#)

Additional Volunteer Opportunities

CUR also offers flexible ways for members to engage with shorter-term or lower time commitments, including:

- SPUR Reviewers
- NCUR + ConnectUR Reviewers
- Subject Matter Experts / Facilitators
- Speakers
- UR Highlights Contributors
- Social Media Engagement

Together, these interconnected leadership roles and engagement opportunities enable CUR to operate as a collaborative, mission-driven organization. Aligning strategy, insight, and action to advance undergraduate research.

Visit our [volunteer page](#) to learn more and see our current volunteer opportunities.

Section 2: Volunteer Leadership Roles + Responsibilities

Core Expectations for all Roles

Volunteer leaders are essential to advancing the mission and impact of the Council on Undergraduate Research (CUR). Serving in a volunteer leadership role is both a responsibility and an opportunity to contribute meaningfully to a collaborative, mission-driven community.

Engaged volunteer leaders contribute their time, expertise, and perspectives to support CUR's strategic priorities, strengthen community, and advance undergraduate research across higher education.

Core Expectations of All Volunteer Leaders

- **Leadership and Community Values**

Volunteer leaders model CUR's organizational values:

- Excellence in all we do
- Respect and integrity in all interactions
- Flexibility, responsiveness, and innovation in implementation
- Recognition and valuing of difference in our community

CUR is committed to fostering a culture that reflects and advances these values. We strive to embed them into our programs, events, practices, processes, policies, and relationships, while continuously learning and improving in service of our mission and members.

Volunteer leaders support this commitment by:

- Engaging in all interactions with a "CUR lens," prioritizing the mission and collective good
- Contributing to dialogue that is constructive, honest, and grounded in shared goals
- Listening to understand and valuing diverse perspectives
- Approaching work with a solutions-oriented and future-focused mindset
- Supporting shared leadership and active participation

- **Participation and Engagement**

Volunteer leaders participate and engage in CUR by:

- Actively participating in meetings, initiatives, and assigned responsibilities
- Coming prepared by reviewing materials in advance
- Contributing to discussions, decisions, and deliverables in a timely manner
- Responding to communications and requests in a timely manner
- Supporting CUR's strategic priorities and initiatives

BEING AN ENGAGED VOLUNTEER LEADER

Core Expectations for all Roles

- **Collaboration and Communication**

Volunteer leaders collaborate and communicate by:

- Communicating openly, professionally, and respectfully with fellow volunteers, CUR staff, and leadership
- Fostering a welcoming and inclusive environment that supports belonging across the CUR community
- Collaborating across roles, divisions, and groups to advance shared goals
- Sharing relevant updates, insights, and potential barriers proactively
- Notifying appropriate leadership when unable to meet expectations or attend meetings

- **Accountability and Professional Conduct**

Volunteer leaders are accountable and conduct themselves professionally by:

- Following CUR's Code of Conduct and Volunteer Leadership Handbook policies
- Maintaining confidentiality regarding sensitive organizational matters
- Disclosing and managing conflicts of interest appropriately
- Following through on commitments and assigned responsibilities
- Representing CUR's mission and values when representing CUR

- **Ambassadorship and Outreach**

Volunteer leaders serve as ambassadors and perform outreach by:

- Promoting awareness of CUR's mission, programs, and opportunities within professional networks
- Encouraging engagement in CUR events and initiatives among members and colleagues
- Sharing relevant CUR resources and updates to support participation and impact
- Identifying and encouraging prospective members and future volunteer leaders to get involved in CUR
- Supporting efforts to broaden participation and expand access to undergraduate research through CUR

- **Time Commitment**

Volunteer leaders honor their time commitment by:

- Understanding their expected time commitment based on scope and responsibilities of their role.
- Following the specific expectations are outlined in individual role descriptions.

BOARD OF DIRECTORS

Role + Responsibilities

I. Role Overview

The CUR Board of Directors is the governing authority of the Council on Undergraduate Research (CUR). The Board provides fiduciary oversight, strategic direction, and governance leadership to ensure CUR advances its mission, maintains financial health, and operates in alignment with its bylaws and legal responsibilities.

Board members serve as fiduciaries responsible for the duties of care, loyalty, and obedience. Collectively, the Board guides CUR's long-term strategy, ensures organizational accountability, and represents CUR in higher education, research, and nonprofit leadership spaces.

II. Core Responsibilities

Board members are responsible for the governance, strategic oversight, and fiduciary health of CUR. Key responsibilities of a board member are:

- Determine and uphold CUR's mission, vision, and strategic direction
- Provide oversight of organizational finances, budgets, and long-term financial sustainability
- Ensure compliance with bylaws, policies, and nonprofit legal and ethical standards
- Select, support, and evaluate the Executive Officer
- Monitor organizational performance, risk, and progress toward strategic goals
- Approve major organizational policies, priorities, and strategic initiatives
- Provide oversight of governance structures, including Board committees and leadership development processes
- Support leadership development and succession planning across CUR governance bodies
- Serve as ambassadors of CUR, strengthening partnerships and advancing the organization's visibility and impact
- Leverage networks and relationships to support resource development and strategic opportunities
- Exercise independent judgment and act in the best interest of the organization in all Board decisions

III. Legal Duties of Board Members

Nonprofit board members are legally and ethically responsible for fulfilling the duties of care, loyalty, and obedience. These duties guide decision-making and ensure Board members act in the best interest of the organization.

Duty of Care

Board members are expected to exercise reasonable care and informed judgment when making decisions on behalf of the organization. This includes actively participating in Board activities, reviewing materials in advance, and making decisions that reflect the best interests of CUR.

Duty of Loyalty

Board members must act in the best interest of CUR, placing the organization's needs above personal or professional interests. This includes avoiding conflicts of interest and recusing oneself from discussions or decisions where a conflict exists.

Duty of Obedience

Board members are responsible for ensuring that CUR complies with applicable laws and regulations, adheres to its bylaws and policies, and remains aligned with its mission.

For more information see Board Source:

<https://boardsource.org/resources/legal-duties-nonprofit-board-members/>

IV. Board Officer Responsibilities

The Presidential Line serves as CUR's board officers and follows a four-year leadership progression. In addition to all Board member responsibilities, these roles carry additional governance and leadership responsibilities:

Treasurer (Year 1): Focuses on financial oversight and strategic resource alignment

- Chair the Finance Committee
- Provide oversight of financial strategy, reporting, and planning
- Participate in leadership development and cultivate effective working relationships with the President-Elect and Executive Officer
- Consult with the Executive Officer on financial management and investment decisions
- Support financial reporting to the Board
- Serve on the Executive and Compensation Committees
- Serve on the CUR Council

IV. Board Officer Responsibilities Cont.

President-Elect (Year 2): Engages in organizational preparation, strategy development, and leadership training

- Serve as Council Chair
- Serve as board and Executive Committee liaison to Division Chairs
- Participate in organizational strategy development and leadership preparation
- Serve on the Executive and Compensation Committees

President (Year 3): Leads the board and oversees strategic implementation

- Serve as Chair of the Board of Directors
- Set agendas and leads Board, Executive Committee, and Compensation Committee meetings
- Serve as primary volunteer representative for CUR
- Partner closely with the Executive Officer and oversee strategic implementation
- Oversee Board effectiveness, governance processes, and strategic progress
- Appoint board and organizational collaboration groups, as needed

Immediate Past President (Year 4): Provides continuity to the Presidential Line

- Chair the Nominations and Leadership Development Committee
- Support leadership pipeline development and succession planning
- Chair Strategic Planning Task Force, in applicable years
- Serve on the Executive and Compensation Committees
- Provide continuity, advisory leadership, and governance support

V. Board Composition

- Officers (who also serve as the Executive Committee):
 - President
 - President-Elect
 - Treasurer
 - Immediate Past President
 - Executive Officer (ex-officio), non-voting
- Directors: 9 elected Directors

Board members may not serve simultaneously on the Council.

VI. Board Terms of Service

1. Board Director Terms

- Board Directors serve a three-year term
- Individuals may reapply at the end of their first term
- Board Directors may serve up to two terms total on the Board (consecutive or non-consecutive)
- Active CUR membership is required throughout the term

2. Board Officer Terms

- Members of the Presidential Line serve as officers of the board and follow a four-year progression of Treasurer → President-Elect → President → Immediate Past President

Service in the Presidential Line does not count toward the two-term limit for Board Directors.

VII. Time and Travel Commitments

Time commitments vary throughout the year depending on Board responsibilities. On average, Board members should expect:

- Quarterly Board meetings (virtual), including advance preparation and prereading
- Ongoing participation in assigned committees and/or working groups (virtual)
- Annual in-person Board retreat participation (required)
- Ongoing engagement in governance, strategy, and organizational priorities
- Approximately 3–8 hours per month, with increased time for officers and committee chairs
- Board members are responsible for any required travel expenses associated with in-person meetings unless otherwise specified

VIII. Vetting and Selection Process

The CUR Nominations and Leadership Development Committee (NLDC) oversees the vetting and selection process for Board Director and Presidential Line candidates, ensuring alignment with CUR's values, strategic priorities, and governance needs. The NLDC presents a slate to the membership who has 30 days to petition for an additional candidate to be included on the slate. The final slate is presented to the Board of Directors for approval in accordance with CUR bylaws.

IX. Removal or Early Resignation

Board Directors

- Voluntary Resignation
 - Board members may resign by providing written notice to the President
 - At least 30 days' notice is requested when possible
 - Vacancies will be filled according to CUR bylaws and governance procedures
- Involuntary Removal
 - A Board member may be removed before the end of their term due to excess absences (more than two unexcused absences from Board meetings within a year) or lack of completion of Board assigned responsibilities by the Executive Committee
 - A Board member may be removed before the end of their term for other reasons by majority vote of the Board. Other reasons for removal include, but are not limited to:
 - Violations of CUR policies, including the Code of Conduct, confidentiality expectations, conflict of interest requirements, or other policies outlined in the Volunteer Handbook
 - Conduct inconsistent with CUR values that undermines organizational effectiveness
 - Vacancies will be filled according to CUR bylaws and governance procedures

Board Officers

- Voluntary Resignation
 - Board officers may resign by providing written notice to the President
 - At least 30 days' notice is requested when possible
 - Vacancies will be filled according to CUR bylaws and governance procedures
- Involuntary Removal
 - A Board officer may be removed, with or without cause, by a majority of the Directors at any regular or special meetings of the Board
 - Vacancies will be filled according to CUR bylaws and governance procedures

Impact on Future Service

- Board members removed for cause may be deemed ineligible to reapply for future service, at the discretion of the President in consultation with CUR leadership.

I. Role Overview

Councilors serve as leaders within the Council on Undergraduate Research (CUR), providing multidisciplinary insight, cross-divisional perspective, and community-informed expertise to support CUR's mission and strategic priorities.

Councilors act as key connectors between divisions and the Board of Directors, helping to align programmatic efforts with organizational priorities while elevating emerging trends, opportunities, and challenges across the undergraduate research landscape.

Councilors do not hold fiduciary authority and do not set organizational policy or direction.

II. Core Responsibilities

Councilors contribute to CUR's strategic priorities by connecting leadership, cross-divisional collaboration, and organizational insight. Key responsibilities of a Councilor are:

- Serve as a liaison between divisions and the broader organization, supporting alignment between divisional initiatives and CUR's strategic priorities
- Utilize multidisciplinary expertise and perspectives to advise on emerging needs, opportunities, and challenges across CUR
- Surface key trends and issues from divisions and the higher education community to inform Board understanding and strategic discussions
- Partner with Division leadership on topics related to CUR's strategic priorities and community needs
- Serve as a resource to divisions in support of alignment with CUR's mission and strategic
- Identify and cultivate future leaders in partnership with the divisional Nominations and Leadership Development Committees
- Serve on assigned Council subcommittees or working groups, as needed
- Act as ambassadors for CUR within their institutions and the broader undergraduate research community

III. Council Leadership Responsibilities

In addition to the responsibilities outlined for all Councilors, the Council Chair holds additional responsibilities to ensure effective Council operations, alignment with CUR priorities, and strong partnership with national office staff and organizational leaders.

- Determine meeting frequency and develop meeting agendas
- Convene and lead Council meetings, ensuring effective and strategic use of time
- Engage, support, and provide leadership to Council members
- Facilitate Council contributions to organizational priorities and Board-level discussions
- Work in partnership with CUR staff and organizational leadership on Council-related deliverables and strategic alignment
- Establish, charge, and assign subcommittees or project teams as needed
- Submit reports or documentation as requested

IV. Council Composition

- Councilors: Two Councilors per division
- Council Chair: President-Elect (ex-officio)
- Treasurer: Member (ex-officio)
- Executive Officer: Member (ex-officio), non-voting

Councilors may not serve simultaneously on the Council and the Board of Directors, nor may they serve concurrently as a Division Representative.

V. Councilor Terms of Service

1. Council Terms

- Councilors serve a three-year term
- Individuals may reapply at the end of their term
- Members may serve up to two terms total on the Council (consecutive or non-consecutive)
- Active CUR membership is required throughout the term

2. Councilor Leadership Terms

- The President-Elect serves as Council Chair in an ex-officio capacity
- The Treasurer serves as an ex-officio member of the Council to support leadership continuity and prepare to assume the Council Chair role

VI. Time Commitment

Time commitments vary throughout the year based on Council activities and organizational priorities. On average, Councilors should expect to contribute 2–6 hours per month. Councilors are expected to:

- Attend scheduled Council meetings, as determined by the Council Chair. The Council will meet at least three times each volunteer year.
- Attend divisional meetings and organizational meetings, including the Annual Leadership Meeting, Kickoff Session, and Community Engagement Meeting
- Actively participate in meetings, initiatives, and assigned responsibilities
- Come prepared by reviewing materials in advance

VII. Vetting and Selection Process

The division's Nominations and Leadership Development Committee (NLDC) oversees the vetting and selection of individuals eligible to run for election as a Councilor, ensuring alignment with CUR's values, competencies, and leadership needs. Councilors are elected by a vote of members from the division.

VIII. Removal or Early Resignation

- Voluntary Resignation
 - Councilors may resign by providing written notice to the Council Chair and CUR staff liaison
 - When possible, at least 30 days' notice is requested to support continuity
 - Vacancies due to voluntary resignation will be filled for the remaining term by their home Division, selected by division leadership
- Involuntary Removal
 - A Councilor may be removed before the end of their term for:
 - Non-participation, including repeated absences (generally defined as missing 25% or more of scheduled meetings), failure to complete assigned responsibilities, or lack of engagement that prevents the division from meeting its objectives
 - Violations of CUR policies, including the Code of Conduct, confidentiality expectations, conflict of interest requirements, or other policies outlined in the Volunteer Handbook
 - Conduct inconsistent with CUR values that undermines division or organizational effectiveness
 - Removal may be initiated by the Council Chair, CUR staff liaison, or the President, with final determination made by the President
 - Vacancies due to involuntary removal will be filled for the remaining term by their home Division, selected by division leadership

Impact on Future Service

- Councilors removed for cause may be deemed ineligible to reapply for future service, at the discretion of the President in consultation with CUR leadership.

DIVISION REPRESENTATIVE

Role + Responsibilities

I. Role Overview

Division Representatives serve as programmatic leaders within the Council on Undergraduate Research (CUR), advancing the organization's mission by fostering community, developing educational initiatives, and supporting engagement within their division and across the broader CUR network.

Representatives play a key role in cultivating a vibrant, inclusive, and forward-looking community that advances opportunities, belonging, and innovation in undergraduate research in alignment with the organizations strategic plan.

II. Core Responsibilities

Division Representatives contribute to CUR's strategic priorities through programmatic leadership and community engagement. Key responsibilities of a Division Representative are:

- Develop and deliver educational content, programs, and initiatives that support divisional members and align with CUR's strategic plan
- Foster connection, mentorship, and engagement within all members of the division and across the CUR community
- Collaborate with fellow Division Representatives, Councilors, CUR staff, and organizational leadership to advance divisional goals and initiatives
- Serve on assigned divisional committees, task forces, or working groups as needed
- Contribute to the development and execution of the division's annual action plan
- Act as ambassadors for CUR at their home institution and within the broader undergraduate research community

DIVISION REPRESENTATIVE

Role + Responsibilities

III. Division Officer Responsibilities

In addition to the responsibilities outlined for all Division Representatives, individuals serving in divisional officer roles hold additional responsibilities to ensure effective division operations, alignment with CUR priorities, and strong partnership with national office staff and organizational leaders.

Chair

- Determine meeting frequency and develop meeting agendas
- Convene and lead meetings, ensuring effective and productive use of time
- Oversee development and implementation of the annual action plan
- Establish, charge, and assign subcommittees or project teams as needed
- Work in partnership with CUR staff to accomplish goals outlined in the annual action plan, nominations and elections processes, educational content development and delivery, and divisional fund spending
- Engage, support, and provide leadership to division members and representatives
- Share with Councilors feedback and needs of divisional members
- Participate in Chair meetings and other leadership activities as requested
- Submit reports or documentation as requested

Vice Chair

- Perform responsibilities as delegated by the Chair.
- Prepare to assume the role of Chair:
 - Serve as a backup to the Chair as needed
 - Consider pursuing the Chair role in the future to support leadership continuity

Secretary

- Maintain records of divisional meetings and decisions
- Ensure records are shared with the National Office at least annually for archiving; sharing materials via the CUR Online Community Forum fulfills this requirement

IV. Division Composition

- Division Members: Unlimited. All CUR members may join as a member of a division
- Division Representatives: Up to 24 representatives may be elected by members of the division, including a designated Chair, Vice Chair, and Secretary who serve as division officers
- Councilors: Up to 2 Councilors per division.

V. Division Representative Terms of Service

1. Division Representative Terms

- Division Representatives serve a three-year term
- Individuals may reapply at the end of their term
- Active CUR membership is required throughout the term

2. Division Officer Terms

- Chair, Vice Chair, and Secretary serve a three-year term
- Individuals may reapply at the end of their term
- Active CUR membership is required throughout the term

VI. Time Commitment

Time commitments vary throughout the year based on divisional activities and initiatives. On average, Division Representatives should expect to contribute 1–5 hours per month. Division Representatives are expected to:

- Attend scheduled division meetings, as determined by the Division Chair
- Attend organizational meetings, such as the Annual Leadership Meeting, Division Representative Kickoff Session, and Community Engagement Meeting
- Actively participate in meetings, initiatives, and assigned responsibilities
- Come prepared by reviewing materials in advance

VII. Vetting and Selection Process

The division's Nominations and Leadership Development Committee (NLDC) oversees the vetting and selection of individuals eligible to run for election, ensuring alignment with CUR's values, competencies, and leadership needs. Division Representative's are elected by a vote of members from the division.

VIII. Removal or Early Resignation

Division Representatives:

- Voluntary Resignation
 - Division Representatives may resign by providing written notice to the Division Chair and CUR staff liaison
 - When possible, at least 30 days' notice is requested to support continuity
- Involuntary Removal
 - A Division Representative may be removed before the end of their term for:
 - Non-participation, including repeated absences (generally defined as missing 25% or more of scheduled meetings), failure to complete assigned responsibilities, or lack of engagement that prevents the division from meeting its objectives
 - Violations of CUR policies, including the Code of Conduct, confidentiality expectations, conflict of interest requirements, or other policies outlined in the Volunteer Handbook
 - Conduct inconsistent with CUR values that undermines division or organizational effectiveness
 - Removal may be initiated by the Division Chair, CUR staff liaison, or the President, with final determination made by the President

Vacancies may be filled by division officers or left vacant, depending on timing and division needs

Impact on Future Service

- Division Representatives removed for cause may be deemed ineligible to reapply for future service, at the discretion of the President in consultation with CUR leadership.

VIII. Removal or Early Resignation

Division Chairs:

- Voluntary Resignation
 - Division Chairs may resign by providing written notice to the President and CUR staff liaison
 - When possible, at least 30 days' notice is requested to support continuity
- Involuntary Removal
 - Division Chairs experiencing barriers to participation are expected to proactively communicate with CUR leadership or staff to identify support or transition planning.

In addition to the removal criteria outlined for all Division Representatives, individuals serving in the Division Chair role may be removed before the end of their term for:

- Failure to fulfill leadership responsibilities, including lack of timely response to communications from organizational leadership, Division members, or CUR staff
 - Failure to provide necessary leadership coordination, resulting in disruption to division operations or progress toward goals
 - Failure to submit required materials, including division action plans, reports, or other requested documentation within established timelines
 - Removal may be initiated by the President or CUR staff liaison, with final determination made by the President
- Vacancies
 - If the Chair position becomes vacant, the Vice Chair will assume interim leadership
 - If the Chair is unable to complete a term or is removed, the division's NLDC will nominate candidates to serve the remainder of the term, and an election will be conducted by ballot of the Division Representatives

Impact on Future Service

- Division Chairs removed for cause may be deemed ineligible to reapply for future service, at the discretion of the President in consultation with CUR leadership.

COLLABORATION GROUP MEMBERS

Role + Responsibilities

I. Role Overview

Members of CUR Collaboration Groups serve as contributors to governance, strategic insight, advisory work, or programmatic initiatives that advance CUR’s mission and strategic priorities.

Collaboration Group members bring expertise, experience, and community perspective to support the goals of CUR initiatives.

These groups may include Committees, Advisory Groups, and Working Groups, each designed to support CUR’s work in different ways depending on scope, duration, and purpose.

II. Core Responsibilities

Collaboration Group members contribute to CUR’s mission through active participation in group work, discussions, and deliverables. Key responsibilities for Collaboration Group members are:

- Contribute expertise, insights, and perspectives to discussions and assigned work
- Support alignment of group work with CUR’s mission and strategic priorities
- Complete assigned tasks, deliverables, or action items within established timelines

Specific goals, initiatives, and deliverables for each collaboration group are outlined in each Collaboration Group’s Annual Plan.

COLLABORATION GROUP MEMBERS

Role + Responsibilities

III. Collaboration Group Leadership Responsibilities

In addition to the expectations outlined for all members, individuals serving in leadership roles hold additional responsibilities to ensure effective group operations, alignment with CUR priorities, and strong partnership with national office staff and volunteer leaders.

Chair

- Determine meeting frequency and develop meeting agendas
- Convene and lead meetings and ensure productive use of group time
- Establish, charge, and assign subcommittees or project teams as needed
- Work in partnership with the CUR staff liaison to plan and accomplish goals of the committee
- Engage, support, and provide leadership to group members
- Submit reports or documentation as requested

Vice Chair

- Perform responsibilities as delegated by the Chair
- Prepare to assume the role of Chair in the subsequent term to support leadership continuity

IV. Collaboration Group Composition

- Size: Groups will typically consist of 5–8 members, including a designated Chair and Vice Chair. Groups size will be determined based on goals.
- Leadership Roles
 - Chair
 - Vice Chair

COLLABORATION GROUP MEMBERS

Role + Responsibilities

V. Collaboration Group Terms of Service

1. Member Terms

- Members serve one-year terms, or the length of the charge if less
- Individuals may reapply annually
- Members may serve up to three terms total on a particular collaboration group (consecutive or non-consecutive)

2. Leadership Terms

- Vice Chair: 1 year as Vice Chair, followed by 1 year as Chair
- Chair: 1 year (in a group's first year the Chair is appointed by the President, in subsequent years the Vice Chair will assume Chair role after their term as Vice Chair)

Leadership terms do not count toward the three-term limit.

VI. Time Commitment

While time commitments vary by group and purpose statement, members should expect:

- 1–5 hours per month, including meetings and independent work, for ongoing groups
- Additional time, if needed, for Task Forces operating under accelerated timelines

VII. Vetting and Selection Process

The Executive Committee will oversee the vetting and selecting of members and leadership for collaboration groups.

COLLABORATION GROUP MEMBERS

Role + Responsibilities

VIII. Removal or Early Resignation

Collaboration Group Members

- Voluntary Resignation
 - Collaboration Group members may resign by providing written notice to the Chair and CUR staff liaison
 - When possible, at least 30 days' notice is requested to support continuity
- Involuntary Removal
 - A Collaboration Group member may be removed before the end of their term for:
 - Non-participation, including repeated absences (generally defined as missing 25% or more of scheduled meetings), failure to complete assigned responsibilities, or lack of engagement that prevents the division from meeting its objectives
 - Violations of CUR policies, including the Code of Conduct, confidentiality expectations, conflict of interest requirements, or other policies outlined in the Volunteer Handbook
 - Conduct inconsistent with CUR values that undermines division or organizational effectiveness
 - Removal may be initiated by the Chair, CUR staff liaison, or the President, with final determination made by the President

Vacancies may be filled by a previous applicant, an individual recommended by the Chair or President or left vacant, depending on timing and group needs

Impact on Future Service

- Collaboration Group members removed for cause may be deemed ineligible to reapply for future service, at the discretion of the President in consultation with CUR leadership.

COLLABORATION GROUP MEMBERS

Role + Responsibilities

VIII. Removal or Early Resignation

Collaboration Group Leaders:

- Voluntary Resignation
 - Collaboration Group leaders may resign by providing written notice to the President and CUR staff liaison
 - When possible, at least 30 days' notice is requested to support continuity
- Involuntary Removal
 - Collaboration Group leaders experiencing barriers to participation are expected to proactively communicate with CUR leadership or staff to identify support or transition planning.

In addition to the removal criteria outlined for all members, individuals serving in a Collaboration Group leader role may be removed before the end of their term for:

- Failure to fulfill leadership responsibilities, including lack of timely response to communications from organizational leadership, Division members, or CUR staff
 - Failure to provide necessary leadership coordination, resulting in disruption to division operations or progress toward goals
 - Failure to submit required materials, including division action plans, reports, or other requested documentation within established timelines
- Removal may be initiated by the President or CUR staff liaison, with final determination made by the President
- Vacancies
 - If the Chair position becomes vacant, the Vice Chair will assume interim leadership
 - The President may appoint a new Vice Chair as needed, with preference given to volunteers not already serving in a leadership capacity
- Impact on Future Service
 - Collaboration Group leaders removed for cause may be deemed ineligible to reapply for future service, at the discretion of the President in consultation with CUR leadership.

Section 3:

Volunteer Leadership Protocols + Policies

Communications Process Protocols

This communication protocol outlines the process for sharing updates and reports between the Board of Directors (BOD), Council, Division Representatives, and the broader CUR community to ensure transparency, collaboration, and effective communication.

Board Updates

- Responsibility: The Executive Officer (EO)
- Process:
 - The EO drafts quarterly updates covering significant activities, decisions, and plans. The President will post a request for updates in the Board Community one week before the next BOD meeting.
 - The draft is reviewed and approved by the President.
 - Distribution: Once approved, the EO posts the updates to the Board, Council, and Division Representative Communities.
- Responsibility: Board of Directors
- Process:
 - All elected leaders can share the Board updates and answer questions based on the information approved for distribution in the Board updates.
 - Serve as CUR Ambassadors to the CUR Community and beyond sharing updates about our programming, engagement opportunities, and thought leadership.

Executive Committee (EC) Updates

- Responsibility: The President
- Process:
 - The President will provide regular updates to the Board regarding topics discussed at Executive Committee Meetings.
 - Distribution: These updates will be posted in the Board Community.

Finance Committee Updates

- Responsibility: The Treasurer
- Process:
 - The Treasurer serves as a liaison between the Executive Committee and the Board.
 - Updates will be provided either by posting in the Board Community or by submitting agenda items to the Executive Committee Meeting, depending on the nature of the information.

Communications Process Protocols

Council Updates

- Responsibility: The President-Elect
- Process:
 - After each Council Meeting, the President-Elect will update the Executive Committee on critical matters requiring immediate attention.
 - The President-Elect will update the Board summarizing the key points.
- Responsibility: Council Members
- Process:
 - Council Members should regularly meet with Division Leadership to stay aware of key items arising from the Divisions requiring the attention of governance. These topics should be shared with the President-Elect who will incorporate them in agenda items. In addition, Council members may be charged with collecting information on specific topics from the Division.
 - One week prior to the Council meeting, Councilors will provide updates to activities of the Division in the Council Community.
 - Council Members should also ensure the Board updates are being reviewed and understood by the Division Representatives.
 - Council provides recommendations to the Board through the President-Elect on Division creation, merging, and sunseting.
 - Serve as CUR Ambassadors to the CUR Community and beyond sharing updates about our programming, engagement opportunities, and thought leadership.

Communications Process Protocols

Division Communications

- Responsibility: Division Chairs
- Process:
 - To facilitate communication and connections, Division Chairs will coordinate with the National Office and Councilors to share semi -annual updates corresponding to a midyear and annual report with the Division Members of the CUR community.
 - Each Division Chair is encouraged to work with fellow representatives to submit a session to the ConnectUR conference on a prioritized topic relevant to their division.
 - Action Plans: Division Chairs will submit an annual action plan to the Executive Committee for review. (Materials are submitted through the National Office, who collects and distributes to EC)
 - A member of the Executive Committee will provide feedback to the Division Chairs on their division's action plans.
 - Reports: Division Chairs will submit a mid-year and year-end report to the Executive Committee for review. (Materials are submitted through the National Office, who collects and distributes to EC)
 - The Executive Officer will follow up on behalf of the Executive Committee if there are any questions or further clarifications needed.
- Responsibility: Division Representatives
- Process:
 - Serve as CUR Ambassadors to the CUR Community and beyond sharing updates about our programming, engagement opportunities, and thought leadership.

Communications Process Protocols

Collaboration Group Reports

- Responsibility: Collaboration Group Chairs
- Process:
 - Collaboration Group Chairs will submit a mid-year and year-end report to the Executive Committee for review. (Materials are submitted through the National Office, who collects and distributes to EC)
 - The President will reach out if there are any questions or further discussions needed; in turn, a Collaboration Group Chair may contact the President with questions or requests to meet to discuss clarifications.
 - During the term work with the National Office liaison regarding any questions as they will coordinate the information to the appropriate body.

Task Force Updates

- Responsibility: Task Force Chairs
- Process:
 - Chairs will submit reports as required by their specific charge. (Materials are submitted through the National Office, who collects and distributes to EC)
 - The President will reach out if there are any questions or further discussions needed; in turn, a Task Force Chair may contact the President with questions or requests to meet to discuss clarifications. These reports will be reviewed by the Executive Committee, which will then determine the next steps.

Community-Wide Communications

- Responsibility: President and National Office Staff
- Process:
 - The President will work with the National Office Staff to provide regular reports and updates to the entire CUR community.
 - The format and distribution channel for these communications will be adapted based on ongoing communication strategies and the platforms where the community is most engaged.

VOLUNTEER LEADERSHIP PROTOCOLS + POLICIES

Submitting Agenda Items for Board Meetings

The following is the protocol for board members to submit an agenda item for a Board Meetings

- **Submission Requirements:** Please include the following information
 - 1) a brief description
 - 2) relevance to the board's strategic priorities
 - 3) desired outcome
 - 4) any supporting documentation.
- **Deadline for Submission:** No later than one month before a board meeting. This allows adequate time for agenda development and time allocation for agenda items at the next BOD meeting.
- **Submission Method:** Submit via email to the Executive Officer (EO) and President. Submitting BOD member will receive an acknowledgement to confirm receipt.
- **Feedback Loop:** If necessary, the EO and President may request additional information from the submitting board member or EO and President may provide clarification before finalizing the agenda.
- **Final Agenda Distribution:** The finalized Board Meeting agenda, including BOD agenda items, is distributed to all board members in advance of the board meeting, typically ten days before the meeting.
- **BOD Approved Agenda:** At the start of the BOD meeting, Board Members will be asked to approve the meeting agenda.
- **Urgent Matters:** Should be brought to the attention of the EO and President as soon as possible.

VOLUNTEER LEADERSHIP PROTOCOLS + POLICIES

Collaboration Groups Policies + Procedures

I. Purpose

CUR's Community is made up of its members, who are higher education professionals dedicated to supporting undergraduate research. CUR supports undergraduate students through their institutions while broadening opportunities for its constituents through relationships with higher education, disciplinary organizations, government agencies, and industry partners.

CUR's volunteers are at the heart of its mission, bringing expertise, energy, and commitment to initiatives that shape the future of undergraduate research. One way CUR engages volunteers is through collaboration groups. These groups can provide governance, strategic insight, advisory expertise, and/or programmatic leadership that advance CUR's mission, strategic priorities, and impact across the undergraduate research community.

Volunteering with CUR offers opportunities for professional growth, leadership development, and collaboration across the undergraduate research community. This document outlines the policies, procedures, and expectations for serving on collaboration groups that are not otherwise governed by CUR's bylaws or donor requirements.

II. Collaboration Groups Covered Under This Policy

For the purposes of this document, collaboration groups include the volunteer bodies defined below that are established to provide governance, strategic direction, advisory input, or programmatic support on behalf of CUR.

- **Committees** - Have long-term mandates aligned with the organizational mission and/or fulfill legal requirements.
 - *Standing committees* are governance committees established by the bylaws
 - *Awards committees* are established for CUR-wide or endowed awards to solicit and review. They remain anonymous to allow for a fair and ethical process
- **Advisory Groups** - Serve as experts to advise on issues critical to the organization. These groups are established to help support CUR as it develops content and programming.
- **Working Groups** - Leveraged on an as needed basis to complete a task over a limited amount of time – working groups may help to develop outcomes

VOLUNTEER LEADERSHIP PROTOCOLS + POLICIES

Collaboration Groups Policies + Procedures

This policy applies to these groups unless superseded by provisions outlined in CUR's bylaws, board-approved governance documents, or the requirements of a donor or funding agreement. In such cases, the governing bylaw or external requirement will take precedence.

Collaboration groups are established and charged by the President. The formation and evaluation of collaboration groups is conducted by the Executive Committee in consultation with the National Office, ensuring alignment with CUR's strategic priorities, values, and organizational needs.

III. Collaboration Group Membership and Application Process

1. Application-Based Selection: All groups covered by this policy will utilize an application process to support broad representation across CUR's community, ensure relevant expertise, and align collaboration group membership with organizational priorities and values. To expand opportunities for engagement and leadership growth, we aim to welcome individuals with necessary expertise and experience. Our goal is to engage as broad a subset of membership as possible in all CUR volunteer opportunities.
2. Collaboration Group Nomination & Selection Timelines
 - For continuing groups that align with the volunteer year (June-May)
 - March 1 – Call for nominations opens (members & Vice Chair)
 - March 31 – Nominations close
 - By April 30 – Nominees notified of selection decisions
 - For groups newly formed during the volunteer year and those on alternative timelines
 - TBD – Call for nominations opens (members & Vice Chair; Chair will be appointed by the President)
 - 30 days later – Nominations close
 - 30 days later – Nominees notified of selection decisions

IV. Vetting and Selection Process

The Executive Committee will oversee the vetting and selecting of members and leadership for collaboration groups.

V. Group Composition

1. Size: Groups will typically consist of 5–8 members, including a designated Chair and Vice Chair. Groups size will be determined based on goals.
2. Leadership Roles
 - Chair
 - Vice Chair

VI. Terms of Service

1. Member Terms
 - Members serve one-year terms, or the length of the charge if less.
 - Individuals may reapply annually.
 - Members may serve up to three terms total on a particular collaboration group (consecutive or non-consecutive).
2. Leadership Terms
 - Vice Chair: 1 year as Vice Chair, followed by 1 year as Chair
 - Chair: 1 year (in a group's first year the Chair is appointed by the President, in subsequent years the Vice Chair will assume Chair role after their term as Vice Chair)

Leadership terms do not count toward the three-term limit.

VOLUNTEER LEADERSHIP PROTOCOLS + POLICIES

Guidelines for Divisional Funds

Purpose: Division funds are a tool to engage the community of your division in alignment with the mission of CUR.

National Office Contact: Divisions should work with Pam Dodge, CUR's Director of Governance and Organizational Operations, to support the coordination and administration of divisional activities. Pam can be reached at pdodge@cur.org.

Process: Divisions are asked to submit an action plan at the start of each fiscal year. Action plans should include activities that support CUR's mission and serve the division's members. Plans should also include proposed budget allocations for review by the Executive Committee. Feedback will be provided to the Division Chair by a member of the Executive Committee.

We understand that plans may evolve throughout the year. Any budget requests outside of the approved action plan should be submitted to the National Office contact, Pam, at pdodge@cur.org for separate Executive Committee review.

Check requests and expense reimbursement requests should be submitted to accounts@cur.org for payment processing.

Examples of Action Plan Activities:

- Awards
- Outreach at non-CUR events
- Swag and promotional items
- Division community engagement activities

Key Dates:

- Action Plans Due Jul 15
- Spending Request Deadline May 31

Resources + Important Information:

- [Check Request Form](#)
- [Expense Reimbursement Form](#)
- [Division Toolkit](#): Highlights how the National Office can help support your division's activities and can be found in the Division Chairs Online Community Forum library.
- Award Stipend Payments: Should be coordinated through the National Office to ensure proper documentation and compliance with tax requirements.

VOLUNTEER LEADERSHIP PROTOCOLS + POLICIES

Guidelines for Division Awards

Timeline of Awards

- Identify the award close dates by day of the week instead of date. This seems to work well at institutions.
 - Fall Awards –The suggested dates would allow accepted awardees to receive funding by the middle of December:
 - Suggested Award Open Date: August 1st
 - Suggested Award Close Date: 2nd Friday of October
 - Review Dates: Four weeks after the award close date
 - Notifications Sent By: 3rd week in November
 - Checks received: Mid-December
 - Spring Awards– The suggested dates would allow awardees to receive funding by the middle of April:
 - Suggestion Award Open Date: December 1st
 - Suggestion Award Close Date: 2nd Friday of February
 - Review Dates: Four weeks after the award close date
 - Notifications Sent By: 3rd week in March
 - Checks received: Mid-April
 - Divisions will review award guidelines for any changes that should be made to improve the application process. Any changes to fall or spring awards would be communicated to the National Office before the spring semester is over.

Collaboration with the CUR National Office

- The division submits the name of the Awards Committee Chair to the National Office annually by July 15th for Fall Awards and November 15th for spring awards.
- The National Office updates the website and communicates with the division promoting the award. The award will be listed in the monthly eNews until it closes. Student awards will be listed on the student resources page.
- The National Office sends the award letters. Division and Committee chairs will be copied on those letters.
- If a plaque or certificate are requested, the National Office will coordinate with the awardees on how they would like it addressed and then process for delivery.

VOLUNTEER LEADERSHIP PROTOCOLS + POLICIES

Guidelines for Division Awards

Award Criteria

- Each division determines the award guidelines, which should be aligned with CUR's mission, vision and values.
- Each award should have clear criteria.
- The time necessary to complete the application should be aligned with the monetary amount and prestige of the award.

Award Amount

- If there is a monetary value, the faculty mentor awards should have a range of \$500 to \$750.

Conflict of Interest

- Any elected volunteers (Board, Council, or Divisional Representatives) should not apply for or be nominated for divisional awards.
- Divisional representatives should not be serving on award committees when students are under consideration from their home institution, especially if they are the faculty sponsor of those students.
- Divisional representatives should not serve on the faculty awards committee when a colleague from their campus has been nominated. If enough committee members are unavailable due to a conflict of interest, the National Office staff will suggest additional members.

Recognizing Award Recipients

- For consistency and balanced experience, all awards are announced online and in our CUR awards ceremony.
- In addition, Divisions may choose to recognize the awardees at discipline specific meetings.

Approved by the CUR Executive Committee (June 26, 2025)

VOLUNTEER LEADERSHIP PROTOCOLS + POLICIES

Social Media Guidelines

Purpose

CUR's volunteer leaders play an important role in representing the organization's mission and values. These Social Media Guidelines are intended to support thoughtful, responsible, and professional engagement on social media when individuals are affiliated with CUR.

These guidelines are designed to complement CUR's Code of Conduct and apply when posting, sharing, commenting, or engaging on social media in a CUR-related capacity.

General Principles

Volunteer leaders are encouraged to use social media in ways that reflect CUR's mission and values, including:

- Promoting respectful and inclusive dialogue
- Supporting and amplifying CUR's programs, initiatives, and community
- Engaging constructively with colleagues and the broader higher education community
- Recognizing the diversity of perspectives within CUR and the communities it serves

Professional Boundaries, Representation, and Reputation

Volunteer leaders are representatives of CUR's mission and community. Engagement on social media, whether personal or professional, can reflect on the organization, even when not explicitly stated.

Accordingly, volunteers are expected to:

- Consider the impact of their posts on CUR's reputation and community trust
- Avoid content that could reasonably be perceived as undermining CUR's mission or values
- Exercise good judgment when associating CUR with external organizations, causes, or statements

Additional Considerations for Board Members

Board members often engage on social media in both personal and professional capacities. While these may be distinct, they can be perceived as connected by others. Due to their governance role and visibility, Board members carry additional responsibility in how they represent CUR publicly.

- When communicating in an official capacity or representing CUR, ensure content is accurate, appropriate, and aligned with CUR's mission, values, and priorities
- When sharing personal views, be mindful that your role with CUR may influence how your comments are perceived
- Avoid implying endorsement or official positions on behalf of CUR unless authorized to do so

VOLUNTEER LEADERSHIP PROTOCOLS + POLICIES

Social Media Guidelines

Professional Conduct Expectations

When engaging on social media in connection with CUR, volunteer leaders are expected to:

- Communicate respectfully and professionally at all times
- Avoid content that is discriminatory, harassing, or inflammatory
- Refrain from engaging in personal attacks or public disputes
- Respect confidentiality and do not share internal CUR discussions, documents, or non-public information
- Ensure accuracy when sharing CUR-related content or information

Sharing CUR Content

Volunteer leaders are encouraged to amplify CUR's work by sharing official content, including announcements, events, publications, and opportunities.

When sharing CUR-related information:

- Use official CUR messaging when available
- Attribute content appropriately with tags and hashtags
- Do not modify official statements in ways that could misrepresent CUR's intent or position
- CUR's logo is trademarked, for use please connect with CUR staff

Community Engagement

When engaging with others on social media:

- Be constructive, even when disagreeing
- Avoid escalating conflicts or engaging in online arguments
- Support a culture of learning, respect, and professional exchange
- Recognize that tone and intent can be easily misinterpreted online
- If you encounter content that misrepresents or frames CUR in a hostile or harmful way, notify a CUR staff member rather than engaging directly

Confidentiality and Sensitive Information

Volunteer leaders must not share:

- Non-public CUR information, including internal discussions, decisions, or draft materials
- Confidential or sensitive organizational matters
- Personal information about individuals learned through your service with CUR

VOLUNTEER LEADERSHIP PROTOCOLS + POLICIES

Social Media Guidelines

If there is uncertainty about whether information is public, volunteers should err on the side of caution and consult CUR leadership

Use of CUR Name, Logo, and Branding

The CUR name, logo, and branding may not be used on personal or external social media accounts in a way that suggests official endorsement or representation unless explicitly authorized.

Official CUR channels should be used for organizational announcements and communications. Volunteers are encouraged to share from these official CUR channels for consistency and increased engagement.

Questions and Support

If you are unsure about appropriate social media engagement in your role as a volunteer leader, please contact CUR staff for guidance before posting.

Alignment with CUR Policies

These guidelines should be read in conjunction with:

- CUR Code of Conduct
- CUR Confidentiality and Conflict of Interest policies
- CUR Volunteer Leadership Handbook

VOLUNTEER LEADERSHIP PROTOCOLS + POLICIES

Conflict of Interest Policy

Article I – Purpose

Members of the Board of Directors of the Council on Undergraduate Research (CUR) have a duty of loyalty to the organization. This duty requires them to place the interests of CUR above their personal or professional interests and to avoid conflicts of interest that could compromise decision-making or the organization's integrity.

All other CUR volunteers and employees are expected to act in the best interests of CUR when performing their official duties and to avoid situations where personal, professional, or financial interests could influence, or appear to influence, their actions. This includes disclosing any conflicts of interest to the appropriate CUR leadership as defined in Article III.

Conflicts of interest may be actual, potential, or perceived (apparent):

- **Actual Conflict of Interest** – occurs when a financial, positional, personal, or professional interest currently influences, or could reasonably influence, the person's decisions for CUR.
 - *Example:* A Board member stands to gain financially from a CUR contract they are approving.
- **Potential Conflict of Interest** – occurs when a financial, positional, personal, or professional interest might influence future decisions but has not yet affected decision-making.
 - *Example:* A volunteer is negotiating a consulting contract with CUR that has not yet been finalized.
- **Perceived (Apparent) Conflict of Interest** – occurs when an outside observer might reasonably question whether an individual's impartiality could be compromised, even if no actual conflict exists.
 - *Example:* An elected volunteer's colleague is applying for a CUR award or position (no actual involvement yet, but it could appear biased).

The purpose of this policy is to protect the integrity and interests of CUR, ensure transparency, and promote trust among members, stakeholders, and the public by:

- Preventing personal, professional, or positional interests from interfering with the responsibilities and duties owed to CUR;
- Ensuring that decisions are made solely in the best interests of the organization; and
- Avoiding any improper financial or non-financial gain.

Because CUR volunteers and staff often participate in other professional organizations, potential conflicts related to competing initiatives (such as funding proposals or partnerships) must be disclosed when relevant.

Conflict of Interest Policy

CUR leaders must maintain appropriate confidentiality regarding CUR's internal operations, including strategic discussions, internal documents, and grant proposals. Confidential information obtained through service to CUR must not be used for personal or professional gain.

This policy is intended to supplement, not replace, any applicable federal, state, or local laws governing conflicts of interest for nonprofit and charitable organizations.

Article II – Definitions

Interested Person

Any elected or appointed volunteer, officer, or employee who has a direct or indirect Financial Interest or Positional Interest is an Interested Person

- **Financial Interest:** A person has a financial interest if they, or a family member, have, directly or indirectly, through business, investment, or employment:
 - An ownership or investment interest in any entity with which CUR has or is considering a transaction or arrangement;
 - A compensation arrangement with CUR or with any entity or individual with which CUR has or is considering a transaction or arrangement; or
 - A potential ownership, investment interest, or compensation arrangement with any entity or individual with which CUR is negotiating or considering a transaction or arrangement.
- **Positional Interest:** A person has a positional interest if their role, relationships, or affiliations, whether with CUR or external organizations, could influence or appear to influence their judgment, decisions, or actions in a CUR matter. Examples include, but are not limited to:
 - o Serving on a selection committee for a grant, award, program, or leadership body in which the individual, a family member, a close associate, or their institution is being considered;
 - o Holding a leadership, advisory, or governance position in an external organization that competes or collaborates with CUR in ways that could influence decision-making;
 - o Any personal, professional, or reputational relationship that could reasonably be perceived to affect impartiality in CUR decisions or actions.

Note: Both financial and positional interests must be disclosed, and the Interested Person must recuse themselves from discussions or decisions where the interest could reasonably affect impartiality, as described in Article III.

VOLUNTEER LEADERSHIP PROTOCOLS + POLICIES

Conflict of Interest Policy

Compensation

Compensation includes direct and indirect remuneration as well as gifts or favors that are not insubstantial.

Family Member

A Family Member includes a spouse or partner, parents, children, siblings, or any individual living in the same household whose interests could reasonably influence the Interested Person.

Article III – Responsibilities and Procedures

Duty to Disclose

Interested Persons have a continuing obligation to disclose any actual, potential, or perceived conflict of interest.

Disclosure must occur:

- As soon as the individual becomes aware of a possible conflict; and
- Prior to any discussion, decision, or vote related to the matter.

The Interested Person must disclose all material facts relevant to the potential conflict.

Disclosure Pathways

Depending on the role of the Interested Person, disclosures should be made to the following CUR leadership:

- Board of Directors: President and Executive Officer
- Council: President-Elect and Executive Officer
- Division Representatives: Division Chair and Sr. Director of Organizational and Governance Ops
- Collaboration Groups: Chair and National Office Liaison
- Other Volunteers: National Office Liaison and applicable Chair
- Staff: Executive Officer and Sr. Director of Organizational and Governance Ops

Determining Whether a Conflict of Interest Exists

After disclosure of a Conflict of Interest and all material facts:

1. The Executive Committee will review and discuss the potential conflict of interest. The Interested Person shall not be present during this discussion. Legal counsel may be consulted as appropriate.
2. The Executive Committee will determine whether a conflict exists.

Conflict of Interest Policy

If the potential conflict involves a member of the Executive Committee, that individual must recuse themselves from deliberation and decision-making.

If all members of the Executive Committee are conflicted, CUR's legal representative will be designated to determine the conflict.

Procedures for Addressing a Disclosed Conflict of Interest

If a conflict of interest is determined to exist:

- The Interested Person must not participate in further discussions or voting related to the matter.
- When necessary, a disinterested individual or committee may be appointed to assist with the review.

A transaction, arrangement, or decision involving a conflict of interest, whether financial or non-financial, may be approved only if disinterested decision-makers determine:

1. The action or arrangement is fair, reasonable, and appropriate for CUR; and
2. The action or arrangement is in the best interests of CUR and advances the organization's mission.

Appropriate actions to address the conflict may include, but are not limited to:

- Recusal from discussion and voting
- Modification of the proposed arrangement
- Prohibition of participation in related decisions

Legal counsel may be consulted when necessary.

Affected parties within and outside of CUR, including volunteers, employees, independent contractors, or relevant stakeholders, may be notified when appropriate.

Documentation of alternatives considered must be maintained in accordance with Article IV.

Conflict of Interest Policy

Procedures for Addressing an Undisclosed Conflict of Interest

If there is reasonable cause to believe that an individual has failed to disclose a conflict:

1. Notification of the potential undisclosed conflict of interest should be made to the appropriate leadership (as outlined in Disclosure Pathways).
2. The individual will be informed of the basis for the concern and given an opportunity to explain the alleged failure.
3. After reviewing the explanation and conducting additional investigation, the Executive Committee will determine whether a conflict exists.

If failure to disclose is confirmed, appropriate action may include:

- Recusal from decision-making
- Removal from involvement in the matter
- Disciplinary action or removal from role, consistent with CUR bylaws and policies

All conflicts will be reviewed on a case-by-case basis. Legal counsel may be consulted, and affected parties may be notified as appropriate.

Article IV – Documentation

The Executive Committee will document discussions and decisions addressing conflicts of interest. Documentation shall include:

- Names of individuals who disclosed or were determined to have a conflict of interest
- Nature of the conflict of interest
- Actions taken to determine whether a conflict existed
- Decision regarding whether a conflict was present
- Actions taken to address the conflict
- Names of individuals present during discussions and votes
- Alternatives considered to the proposed arrangement
- Record of votes taken

Retention: Documentation will be maintained in CUR records for at least seven years.

VOLUNTEER LEADERSHIP PROTOCOLS + POLICIES

Conflict of Interest Policy

Article V – Compensation

All arrangements in which individuals receive compensation from CUR for work performed in an official capacity (for example, stipends for consulting facilitation services) must be documented and maintained in CUR records. The purpose of the compensation and the work performed must be clearly documented.

Individuals are responsible for reporting such income to the IRS as required by law.

CUR may, under limited circumstances, engage Board members or volunteers to perform services that would ordinarily be obtained externally, subject to:

- Same standards of competitive bid and review as outside sources
- Disclosure of financial or positional interests
- Recusal from discussion or voting related to the arrangement
- Written contracts approved by authorized CUR leadership and maintained in the National Office

Board members responsible for compensation who receive payment may not vote on their own compensation but may provide factual information if requested.

Article VI – Annual Disclosure Statements

All Board members must complete and sign a Conflict of Interest Disclosure Statement:

- At the start of their term; and
- Annually thereafter

All other volunteers and staff must comply with the ongoing duty to disclose outlined in Article III.

Disclosure statements are maintained in CUR's organizational records. Failure to sign does not exempt Individuals from compliance.

Article VII – Acknowledgment

By signing this handbook and/or disclosure form, the individual acknowledges that they:

- Have received and reviewed the CUR Conflict of Interest Policy
- Understand what constitutes a conflict of interest (financial, positional, or other)
- Agree to disclose any actual, potential, or perceived conflicts of interest
- Agree to comply with the procedures of the policy for the duration of their relationship with CUR

This acknowledgment does not limit the requirement to disclose conflicts as they arise between annual statements.

VOLUNTEER LEADERSHIP PROTOCOLS + POLICIES

Confidentiality Policy

This policy has been set in place to maintain the confidentiality of the constituencies of the Council on Undergraduate Research (CUR).

As a volunteer of CUR, you may be exposed to certain confidential information related to CUR and our constituents. It is the policy of CUR that volunteers and employees of CUR may not disclose, divulge, or make accessible confidential information belonging to, or obtained through their affiliation with CUR to any person, including relatives, friends, and business and professional associates, other than to persons who have a legitimate need for such information and to whom CUR has authorized disclosure. Board members, Councilors, and employees of CUR shall use confidential information solely for the purpose of performing services as a board member or employee for CUR. This policy is not intended to prevent disclosure where disclosure is required by law.

Therefore, as a condition of your service and in recognition of the importance of the work to be undertaken it is necessary that you agree to the following:

1. You will not disclose or cause to be disclosed to anyone outside of your volunteer team or CUR employees, any confidential information related to your past, present or future work as a volunteer.
2. You will keep all such confidential information in a safe and secure place. You must always exercise good judgment and care to avoid unauthorized or improper disclosures of confidential information. Steps should be taken to avoid the risk of inadvertent disclosure.
3. Upon completion of your volunteer work, you may be asked to return items to the CUR staff, or to destroy/delete the confidential information you have been sent or acquired.
4. You will not use any of the confidential information derived from your service in any way to the competitive harm or other detriment of CUR or its constituents.
5. You will not use the confidential information derived from your service to benefit yourself or any organization other than CUR. You are required to disclose any potential conflicts of interest per the CUR Conflict of Interest Policy.
6. Breaches of confidential information are subject to disciplinary action up to and including immediate termination and/or removal of position.

Confidentiality Policy

Definition of Constituent Information:

CUR constituents include, but are not limited to: members, donors, volunteers, program and award applicants, and staff. Constituent information includes, but is not limited to: directory/profile and contact information, engagement history, background information, financial information, and applications and their supporting materials. Records on computers, phones, voicemails, emails, or hard copy files are all considered sensitive information and should be treated as such.

Access to Constituent Information

Employees, volunteers, and independent contractors all have an ethical obligation to respect the privacy of CUR constituents and to protect and maintain their confidentiality. Such individuals shall not disclose constituent information to any unauthorized individual without prior written consent from CUR.

For Board of Directors Members and Committee Members

The following policies apply to members of the CUR Board of Directors and to members of committees authorized by the board. References in the policies to board members are intended also to apply to committee members.

1. Board and Committee Meetings: On any vote of the board, both the numbers of affirmative and negative votes and the individual votes of board members, unless specifically requested by a member otherwise, shall be confidential.
2. Board, committee, and staff members shall not disclose to anyone outside of CUR the statements, positions, or votes by any board or committee member on actions taken by the board or its committees. Only in extraordinary situations will a board or committee member disclose his or her position or vote on a board or committee action, and only after advising the CUR President before making such a disclosure.
3. The general “sense of the board” on a particular matter may be conveyed to an applicant, grantee, vendor, or donor when the sharing of such information is beneficial for CUR.

By signing, I acknowledge that I have read CUR’s Confidentiality Agreement. I understand the above statements, and I agree to abide by this policy in my role with CUR. I understand that my failure to comply with these might result in disciplinary action up to and including revocation of my position.

Whistleblower Policy

This Whistleblower Policy of Council on Undergraduate Research (“CUR”) encourages directors, officers, members, committee members, volunteers, employees and contractors (“CUR Parties”) to come forward with credible information on illegal practices, serious violations of adopted policies of CUR and identifies where such information can be reported. This Policy also emphasizes that CUR will not tolerate retaliation against CUR Parties for raising issues of corporate concern.

CUR encourages complaints, reports, or inquiries about illegal practices or serious violations of CUR's policies, including illegal or improper conduct by CUR itself, by its leadership, or by others on its behalf. Appropriate subjects to raise under this Policy would include financial improprieties, accounting or audit matters, ethical violations, or other similar illegal or improper practices or policies.

Complaints, reports, or inquiries may be made under this Policy on a confidential or anonymous basis. They should describe in detail the specific facts demonstrating the basis for the complaints, reports or inquiries. They should be directed to CUR's Executive Officer; if the Executive Officer is implicated in the complaint, report or inquiry, it should be directed to CUR's President. CUR will conduct a prompt, discreet, and objective review or investigation. CUR may be unable to fully evaluate a vague or general complaint, report or inquiry that is made anonymously.

Any individual may submit a formal written complaint via an email to the CUR Executive Officer (or CUR President if the EO is implicated in the complaint) the following details are requested:

- Complainant's full name and contact information – phone and email
- Name of person(s) that this complaint is levied against
- Does the complainant wish to remain anonymous during the investigation? CUR will fully strive to maintain confidentiality.
- Approximate date and time of the event prompting this complaint
- Full details explaining the incident prompting this complaint
- The Executive Committee shall review all complaint forms submitted within fourteen (14) calendar days of receipt.
- CUR's Executive Officer shall notify the complainant of the Executive Committee's decision to initiate or not initiate an investigation. If the Executive Committee determines to initiate an investigation of the complaint, CUR's Executive Officer shall also notify the accused member(s) of the complaint, the allegations in the complaint, and CUR's intent to investigate the matter. The accused member(s) shall be entitled to submit evidence to the Executive Committee in their defense.

VOLUNTEER LEADERSHIP PROTOCOLS + POLICIES

Whistleblower Policy

- A designated investigator may be secured to investigate the complaint through witness interviews/statements, interviews with the accused individual(s), review of documents or materials, and/or involvement of local law enforcement, as appropriate. A specific timeline for the investigation cannot be predicted in advance, as it may depend upon the nature of the allegations and the investigation process. Every effort will be made to act upon the investigation in a prompt and timely manner. Upon completion of the investigation, CUR will take corrective measures against any person who has engaged in conduct in violation of this policy, if CUR determines such measures are necessary.
- CUR's Executive Officer shall communicate the Executive Committee's recommendation to the complainant and accused member(s).
- The accused member(s) has/have up to fourteen (14) days in which to file an appeal with CUR's Executive Officer and such appeal shall be provided to the CUR Executive Committee. The Executive Committee may hold a hearing as it determines necessary or appropriate.
- The Executive Committee shall render a decision within fourteen (14) days.
- CUR's Executive Officer shall notify both the complainant and accused member(s) of the final decision.
- Those involved in the investigation, handling, or decision regarding any complaint shall adhere to applicable CUR conflict of interest policy and confidentiality procedures.

CUR is committed to maintaining an organization where CUR Parties feel free to raise questions and concerns about CUR's business and leadership. CUR understands that CUR Parties will not raise concerns if those who raise them are subjected to harassment, intimidation, retaliation, or discrimination. No CUR Parties who in good faith reports any action or suspected action taken by or with CUR that is illegal, fraudulent or in violation of any adopted policy of CUR shall suffer intimidation, harassment, discrimination or other retaliation or, in the case of employees, adverse employment consequence.

The Executive Officer of CUR shall administer this Policy and shall report to the Board of Directors (the "Board") regarding the Policy.

A person who is the subject of a whistleblower complaint shall not be present at or participate in Board or committee deliberations or vote on the matter relating to such complaint. But the Board or committee may request that the person present information as background or answer questions at a committee or Board's meeting prior to the commencement of deliberations or voting relating to the complaint.

AI Use Policy

At the Council on Undergraduate Research (CUR), we recognize the potential of artificial intelligence (AI) to enhance our work while maintaining our commitment to ethical and responsible use. Both staff and volunteers play a key role in leveraging AI effectively and responsibly. This policy outlines guidelines for the appropriate use of AI across CUR activities, ensuring that AI serves as a tool to enhance our work without compromising human oversight, creativity, or integrity.

1. Responsible AI Use

AI can assist with a variety of tasks, including creativity, data analysis, and administrative support. However, it is essential that both staff and volunteers remain actively engaged in decision-making processes. The following areas highlight how AI can be applied at CUR:

- **Creativity:** AI can help generate ideas, identify patterns, and assist with problem-solving. However, AI-generated content should always be reviewed and edited to reflect your own judgment and perspective. AI-generated content must not be used without verification and personalization, and it should never replace human insight or originality.
- **Data Analysis:** AI is a powerful tool for processing and analyzing large datasets. Use insights from AI tools to inform decisions, but ensure the data is accurate, relevant, and up-to-date. Do not enter sensitive or confidential information (e.g., personal data, intellectual property, proprietary materials) into AI systems.
- **Process Automation:** AI can automate routine tasks, freeing up time for staff and volunteers to focus on complex issues. Ensure that AI-driven processes are carefully monitored and adjusted as needed to maintain accuracy, quality, and relevance.

2. Transparency and Accountability

AI should be seen as a tool that complements human effort, not a replacement. Always be transparent about AI's involvement in your work, especially when generating content, summaries, or ideas. Both staff and volunteers must take responsibility for reviewing and validating any AI-generated outputs before presenting or using them in CUR activities. Plagiarism or passing off AI-generated work as solely your own is unacceptable.

3. Data Privacy and Security

All staff and volunteers must handle data with care and attention to privacy. Never input sensitive data, including personally identifiable information (PII), into AI systems. Where possible, anonymize data to minimize privacy risks. Staff and volunteers must comply with relevant data protection regulations, including but not limited to GDPR and HIPAA.

AI Use Policy

4. AI Use in Meetings

If AI tools are used to summarize meeting notes or take minutes:

- **Notification:** Inform all participants before the meeting that AI will be used to generate notes. Document consent in the meeting minutes. If any participant objects, AI should not be used.
- **Review and Accuracy:** AI-generated meeting notes must be carefully reviewed and edited for accuracy. Participants should have the opportunity to review and request any necessary corrections to the minutes.
- **Confidentiality:** AI should not be used in meetings where sensitive or confidential information is discussed (e.g., awards committee or nominations committee meetings). Always comply with data protection and confidentiality agreements.

5. Ethical Use and Bias Monitoring

AI outputs can sometimes contain unintended biases or misinformation. Both staff and volunteers should carefully monitor AI-generated content for these issues and make adjustments as needed to ensure fairness, accuracy, and inclusivity. Always maintain a human-in-the-loop approach, where human judgment is the final authority on any AI-assisted work.

6. Risk Awareness and Mitigation

Staff and volunteers must remain aware of the potential risks associated with AI usage, including IT security vulnerabilities, misinformation, and over-reliance on automation. If you encounter any AI-related issues or uncertainties, consult with CUR leadership or IT staff for guidance. Regular assessments and evaluations of AI usage will help CUR manage risks and maintain the integrity of its operations.

7. Continuous Learning and Adaptation

AI technology evolves rapidly, and CUR's AI use policies will be updated periodically to reflect the latest best practices, ethical standards, and regulations. Both staff and volunteers are encouraged to stay informed about AI trends and participate in training opportunities to improve responsible AI usage.

AI Use Policy

Conclusion

CUR is committed to responsibly leveraging AI to advance our mission while upholding the highest ethical standards. Your role as a staff member or volunteer includes using AI in a way that complements human judgment, fosters creativity, and respects privacy. If you have any questions or concerns about AI use in your work or volunteer activities, please reach out to a CUR staff member or supervisor.

Together, we can harness the power of AI to advance undergraduate research while maintaining transparency, responsibility, and integrity.

If you have any questions about meeting the guidelines of the policy contact CUR's Executive Officer.

*This policy applies uniformly to both CUR staff and volunteers
and emphasizes collaboration, transparency, and accountability in AI usage.
Questions about CUR AI policies or use should be directed to the National Office.*

VOLUNTEER LEADERSHIP PROTOCOLS + POLICIES

Code of Conduct

1. PURPOSE AND SCOPE

The Council on Undergraduate Research (CUR) is committed to fostering a professional, inclusive, and respectful community that supports the advancement of undergraduate research.

This Code of Conduct outlines expectations for all individuals engaging with CUR, including members, volunteers, staff, program participants, event attendees, awardees, and partners. It applies to all CUR-related activities, including events, meetings, programs, online spaces, and any context in which individuals are representing or engaging with CUR.

2. EXPECTED BEHAVIOR

All participants are expected to:

- Engage in professional, respectful, and courteous interactions
- Contribute to a welcoming, inclusive, and collaborative environment
- Value diverse perspectives, experiences, and identities
- Communicate openly and constructively, even when perspectives differ
- Act with integrity and in alignment with CUR's mission and values

3. PROHIBITED BEHAVIOR

CUR does not tolerate behavior that is inconsistent with its commitment to a professional, inclusive, and respectful community. Prohibited behavior includes, but is not limited to:

- Harassment, discrimination, or exclusionary conduct based on race, ethnicity, gender, gender identity, sexual orientation, disability, religion, national origin, age, or other protected characteristics
- Bullying, intimidation, threats, or personal attacks (verbal, written, or physical)
- Disruptive behavior that interferes with CUR events, programs, or community engagement
- Inappropriate or non-consensual use of images, recordings, or personal information
- Use of CUR platforms for unauthorized solicitation, promotion, or commercial activity
- Retaliation against individuals who raise concerns or report violations

4. REPORTING CONCERNS

CUR encourages individuals to report behavior that may violate this Code of Conduct.

Reports may be submitted via email to the [CUR Executive Officer](#) or through designated reporting channels for specific programs or events. Reports involving the Executive Officer should be submitted to the CUR President.

VOLUNTEER LEADERSHIP PROTOCOLS + POLICIES

Code of Conduct

CUR will make every effort to:

- Respond in a timely and appropriate manner
- Maintain confidentiality to the extent possible
- Review concerns impartially and respectfully

While CUR is committed to fostering a professional, inclusive, and respectful community, it is not a legal or adjudicating body. As such, CUR's ability to investigate and enforce outcomes is limited to actions within its organizational scope, including participation in CUR membership, programs, events, and volunteer roles.

If you are experiencing a situation that involves an immediate threat to your safety or the safety of others, please contact local law enforcement or appropriate emergency services.

Additional information regarding reporting options, review processes, and procedures is available in [CUR's Reporting and Complaint Procedures](#).

5. ENFORCEMENT AND ACCOUNTABILITY

CUR reserves the right to take appropriate action in response to violations of this Code of Conduct. Actions may include, but are not limited to:

- Verbal or written warnings
- Removal from events, programs, or online spaces
- Suspension or termination of volunteer roles
- Revocation of membership or future participation privileges

All reports will be reviewed and addressed in alignment with CUR policies and procedures.

6. NON-RETALIATION

CUR prohibits retaliation against any individual who reports a concern in good faith or participates in the review of a complaint. Retaliation will be treated as a violation of this Code of Conduct.

7. ADDITIONAL GUIDELINES BY CONTEXT

The following guidelines provide additional expectations for specific contexts in which individuals engage with CUR.

VOLUNTEER LEADERSHIP PROTOCOLS + POLICIES

Code of Conduct

A. MEMBERSHIP

CUR members are part of a professional community committed to advancing undergraduate research. Membership carries an expectation of active, responsible engagement that supports CUR's mission and values.

Members are expected to:

- Engage with CUR programs, resources, and community spaces in a professional and respectful manner
- Contribute to a welcoming and inclusive community that fosters belonging
- Use CUR membership benefits, platforms, and communications responsibly and in alignment with CUR policies
- Represent CUR in a positive and professional manner when identifying as a member
- Uphold the integrity of CUR programs, awards, and opportunities by adhering to established guidelines and expectations

CUR reserves the right to suspend or revoke membership for behavior that violates this Code of Conduct, [membership terms and conditions](#), or other CUR policies.

B. EVENTS AND PROGRAMS

Participants in CUR events and programs are expected to:

- Conduct themselves professionally and ethically
- Engage respectfully with speakers, participants, and staff
- Avoid disruptive behavior during sessions or activities
- Refrain from harassment, discrimination, or inappropriate conduct in any format (in-person or virtual)

CUR reserves the right to remove individuals from events without refund if behavior violates this Code of Conduct, [event policies and procedures](#), or other CUR policies.

C. ONLINE COMMUNITY FORUMS

CUR's online spaces are intended to foster constructive dialogue and knowledge sharing.

Participants are expected to:

VOLUNTEER LEADERSHIP PROTOCOLS + POLICIES

Code of Conduct

- Engage in respectful, professional discussions
- Avoid personal attacks, inflammatory language, or harassment
- Refrain from posting promotional or commercial content outside designated channels
- Share information responsibly, with attention to accuracy and attribution

CUR reserves the right to remove content or restrict access for violations of Code of Conduct, [CUR online community forum rules and etiquette](#), or other CUR policies.

D. SOCIAL MEDIA ENGAGEMENT

Individuals engaging with CUR through social media are expected to:

- Represent CUR's mission and values in a professional and respectful manner
- Be clear when expressing personal views versus representing CUR
- Ensure shared content is accurate and appropriately attributed
- Respect privacy, intellectual property, and community standards
- Refrain from posting content that is discriminatory, harassing, or politically partisan on behalf of CUR, in alignment with CUR's 501(c)(3) status

E. VOLUNTEERS AND LEADERS

Volunteer leaders play a key role in representing CUR and supporting its mission.

In addition to this Code of Conduct, volunteers are expected to:

- Adhere to CUR volunteer policies, including confidentiality and conflict of interest expectations
- Act in the best interest of the organization and its community
- Uphold professional standards in all CUR-related activities

Additional expectations for volunteer leaders are outlined in the CUR Volunteer Leadership Handbook.

Code of Ethics for Undergraduate Research

This document serves as an important guide for students, faculty, and administrators as they pursue undergraduate research, scholarship, and creative activities. It is designed to be a working document that can be added to and revised as new information and material becomes available. The CUR Code of Ethics for Undergraduate Research covers areas such as the personal conduct of faculty members and students, organizational and institutional conduct, conflict of interest, and the relationship between mentors and mentees.

Download the full [Code of Ethics for Undergraduate Research](#).

Section 4: Volunteer Leadership Resources

2026-2027 KEY DATES FOR VOLUNTEER LEADERS

Volunteer Leader Terms Start	Jun 1
CUR’s Annual Leadership Meeting	Jun 15 + 16
Nominations Open (Board, Councilor, Div Reps, + NLDC)	Jun 15
Membership Year Starts	Jul 1
Division Action Plans Due	Jul 17
Nominations Close (Board, Councilor, Div Reps, + NLDC)	Nov 23
Division + Committee Mid-year Reports Due	Jan 4
Election Opens (Councilor, Div Reps, + NLDC)	Feb 16
Community Engagement Meeting	Mar 9
Election Closes (Councilor, Div Reps, + NLDC)	Mar 16
Election Notifications to Nominees	Apr 1
Election Results Announced	May 15
Division + Committee Year-end Reports Due	May 21
Division Spending Requests Deadline	May 31
Volunteer Leader Terms End	May 31

TOOLS + RESOURCES

Use the buttons below to access links to valuable tools + resources.

CUR Website Pages



CUR Website



CUR Board



CUR Council



CUR Divisions



CUR Collaboration Groups



CUR Elections

CUR Social Media Channels



CUR LinkedIn



CUR Twitter



CUR Facebook



CUR Instagram



CUR BlueSky



CUR YouTube

CUR Online Community Forums



CUR Member Forum



Getting Started Guides



Board Forum



Councilor Forum



Division Rep Forum



Division Chair Forum

CUR Documents



CUR Bylaws



CUR Strategic Plan



Impact Reports



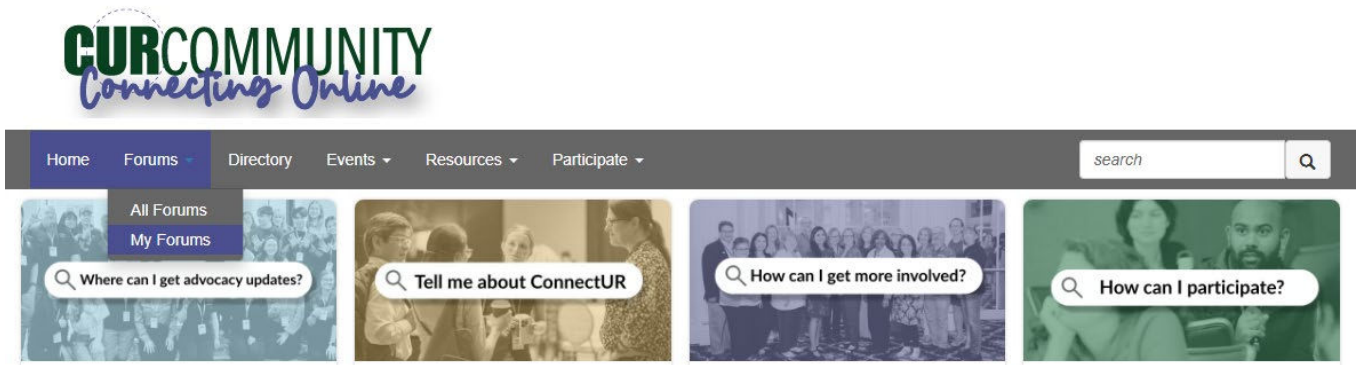
HOW TO ENGAGE IN THE CUR ONLINE COMMUNITY FORUMS

[CUR’s online community forum](#) is a shared space for connection, learning, resource sharing, and professional dialogue among members and volunteer leaders.

When you sign in, role-specific volunteer leadership forums are available under “My Forums.” Forums marked with an asterisk (*) are managed by the CUR National Office.

Some divisions may also maintain dedicated forums for their elected leaders and/or broader membership, which are managed by divisional officers.

[Contact Us](#) | [Code of Conduct](#) | [CUR Homepage](#) | [Sign in](#)



To help you get started visit: [Making the Most of the CUR Member Forum](#), under the resources tab. Here you will find a video how-to guide for using the online community along with a document that has helpful tips, best practices, and ideas on how to participate.

HOW TO ENGAGE WITH CUR ON SOCIAL MEDIA

CUR volunteer leaders play an important role in sharing the work of CUR and connecting colleagues to opportunities, ideas, and community.

This guide is designed to provide practical tips and ideas for engaging with CUR on social media. It is intended to support those who may be newer to social media or simply looking for ways to participate more effectively and confidently.

This document is a companion to CUR's Social Media Guidelines and Code of Conduct.

1. Getting Started: What It Means to Engage

Engaging with CUR on social media can be simple and flexible. It does not require posting original content. You can contribute by:

- Following CUR channels across all social media platforms. CUR handles to follow:
 - [LinkedIn: Council on Undergraduate Research](#)
 - [BlueSky: @CURinAction](#)
 - [Twitter/X: @CURinAction](#)
 - [Instagram: @CURinAction](#)
- Sharing CUR posts and announcements
- Amplifying events, opportunities, and resources
- Commenting thoughtfully on CUR content
- Celebrating colleagues and community achievements
- Connecting CUR work to your own professional context
- Even small actions help increase visibility and impact.

2. Easy Ways to Engage with CUR Content

If you are unsure where to start, here are a few simple ways to participate:

- **Share**
 - Repost CUR announcements or event promotions
 - Share job postings, funding opportunities, or calls for proposals
 - Forward content to colleagues or departments who may benefit
- **Comment**
 - Add a brief reflection on why a CUR initiative is meaningful to your work
 - Highlight how it connects to undergraduate research at your institution
 - Congratulate presenters, awardees, or contributors
 - Tag your own institution in the comments so that they can see and share.
- **Like or React**
 - A quick like or reaction still helps increase visibility and reach

HOW TO ENGAGE WITH CUR ON SOCIAL MEDIA

3. What to Post (If You Want to Create Your Own Content)

If you choose to create original posts, make sure to tag CUR's handle or add their event specific hashtag in your post so that we can continue. Here are some ideas:

- “I’m looking forward to attending/participating in...”
- “This CUR initiative connects strongly to our work on...”
- “Proud to be part of a community advancing undergraduate research...”
- “At my institution, we are exploring...”
- “Excited to share this CUR opportunity with colleagues...”

You do not need to be formal—authentic, conversational voice is best.

4. Using CUR Content Effectively

When sharing CUR posts:

- Share directly from CUR's official channels when possible
- Use provided text or slightly adapt it for your audience (without changing meaning)
- Tag CUR or relevant programs if appropriate as well as hashtags that are used in CUR's original marketing
 - Main
 - #UndergraduateResearch
 - #CURinAction
 - Events:
 - #NCUR(year)
 - #CURSTR
 - #ConnectUR
 - #URW(year)
- Include a short sentence explaining why you are sharing it (optional but helpful)

Example:

“Sharing this CUR opportunity for colleagues working in #UndergraduateResearch - great resource for new program development #CURinAction”

5. Building Confidence Online

If you are new to social media engagement, here are a few helpful reminders:

- You do not need to post often to be effective
- You can participate simply by sharing or reacting
- There is no expectation to comment on everything
- It is okay to observe before engaging
- Start small and build comfort over time

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6. Tone and Approach

When engaging with CUR content or communities:

- Keep posts professional and respectful
- Be positive and constructive
- Assume good intent in others' posts
- Focus on learning, sharing, and community-building

7. Good Examples of Engagement

- Sharing a CUR conference announcement with a note:
“Looking forward to this year’s @CURinAction conversations on mentoring undergraduate researchers.”
- Commenting on a CUR post:
“This aligns closely with [insert handle of institution] efforts to expand #UndergraduateResearch opportunities in STEM fields. #CURinAction”
- Highlighting a colleague:
“Proud to see our department contributing to @CURinAction national conversation on equity in #UndergraduateResearch.”

8. Tips for Accessibility and Reach

To help your posts reach more people:

- Keep messages clear and concise
- Avoid jargon when possible
- Use hashtags only if relevant (e.g., #UndergraduateResearch)
- Include links when sharing opportunities or events
- Add context so readers understand why it matters

9. When You’re Not Sure

If you are uncertain about whether or how to share something:

- Pause and review CUR’s Social Media Guidelines
- Consider whether the content reflects CUR’s mission and values
- When in doubt, keep it simple or share official CUR posts directly

10. You Don’t Have to Do This Alone

CUR staff are available to support volunteer leaders in sharing and amplifying content. If you would like help crafting a message or deciding how to engage, reach out for guidance.