



BOARD POLICIES AND PROCESSES

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Chapter 1: Organization History, Business Model & Legal Description

1.1 Mission/Purpose/Values Statements

The Association of California Community College Administrators (ACCCA) is a 501c6 not-for-profit organization. The association has an elected representative board of directors who have established its mission, vision for operation and values as an organization. Those statements are annually reviewed by the Board to ensure that they remain current with the perceived intention of the Association's members. The Mission, Vision and Values statements are contained within the Constitution of the Association.

1.2 Historical Context

ACCCA was conceived by a group of administrators in the early '70s to primarily serve as an advocacy group for colleges and administrators, and secondarily as a source of professional development and information. The association was officially formed on July 1, 1975 by a core group that included CEOs, HR and CBO administrators—all leaders at the districts or among their professional colleagues around the state. These individuals felt that a louder voice was needed in Sacramento to better represent colleges in the legislative and fiscal arenas. They also hoped to create a forum for college administrators to focus on their professional development and sought to be the arbiter of best practices and ethical standards for administrative and management personnel.

Stopping just short of the formation of a union, the Association of California Community College Administrators, or ACCCA as it came to be called, began a significant partnership with ACSA--our K-12 counterpart--to provide life, health, professional liability and other insurance benefits to their member-administrators at group rates. Since that time, those services have grown to include legal services as a part of the cost of membership. To track the evolution of the organization, key historical documentation is continuously maintained in the ACCCA office.

1.3 Business Plan and Operating Model

1.3.1 Executive Summary

The Association of California Community College Administrators (ACCCA) shall operate within the State of California as a non-profit 501 (c) (6) organization or Business League as described in Section 1.4 below.

The organization (ACCCA) shall solicit individual memberships to the organization from the population of professional administrators of California's community college system of higher education who are currently employed in a full time capacity at one or more of the 114 colleges within the system.

Additional membership categories shall include associated professionals not currently employed in a full time capacity at a community college; administrators who have retired from the system, and business entities with a market interest in the California community colleges.

1.3.2 Products and Services of the Organization

ACCCA’s essential services to members includes education and training; advocacy and legislative representation; communications and informative publications; and a series of benefits at group rates and discounted prices.

1.3.2.1 Member Benefits

The following rights, benefits and services are provided to members in exchange for the remittance of member dues aligned with the current salary structure:

SALARY	MEMBER DUES		
	ANNUAL	10-MONTH	12-MONTH
\$0 - \$99,999	\$320.76	\$32.08	\$26.73
\$100,000 - \$149,999	\$385.56	\$38.56	\$32.13
\$150,000 - \$199,999	\$466.56	\$46.66	\$38.88
\$200,000 and over	\$660.96	\$66.10	\$55.08

Last Dues Adjustment 7/1/2020*

Benefits, Programs & Services

- Professional Development Programs
- Advocacy
- Information/Analysis
- Networking
- Legal services

Communications & Information

- Weekly publication featuring legislative and policy analysis & information on current issues
- Online job listings through ACCCA’s *Jobtrac*
- An annual compensation survey compares your district’s management salary and benefits with others in the system
- A link to your fellow ACCCA members with the online member directory

Insurance & Exclusive Discount Programs

ACSA/SASS (School Administrators Special Services)

- \$1M Professional Liability Coverage FREE
- A \$10,000 AD&D Insurance Policy FREE

Legal Services

CLC Incorporated, provides discounted legal services to all members. Members have unlimited free telephone consultation for a wide range of legal matters, including any work-related and employer-employee issues. The service also covers civil,

consumer, family, real estate, landlord/tenant, motor vehicle, criminal, immigration, and estate planning issues through:

- *Unlimited free phone consultation*
- *A free one-hour, in-person legal consultation with an attorney matched to you*
- *Will preparation assistance*
- *Discounted document preparation*
- *An optional National Identity Theft Prevention and Response Program*
- *25% discount on billable hours*

1.3.2.2 *Professional Development Programs and Networking Events:*

Professional development, best-practice training and networking constitute a significant advantage of being an ACCCA member. Other special interest groups replicate ACCCA programs to focus on their interest-only content and ACCCA encourages the continuous training of all administrators, managers and directors to achieve its primary mission. From concept to execution, the programs that ACCCA is currently directly responsible for include:

The ACCCA Mentor Program: The ACCCA Mentor Program is a statewide, year-long professional development course that provides an invaluable personal and professional development experience. Program participants are selected for demonstrating a potential for expanded leadership roles in their current, or future, responsibilities with the California community college system.

To be accepted into the ACCCA Mentor Program you must agree to participate in all mandatory activities including: two annual conferences (orientation and graduation), the spring and fall retreats, The Day with the Chancellor, and the Budget Workshop.

Admin 101: The 5-day seminar focuses on the unique “nuts and bolts” and management basics for the unique California community college system. The program provides an overview of the most crucial technical, regulatory and legal aspects of administration as it applies to California’s unique community college system and serves as a cross-training experience for participants. Case studies and presentations provided by seasoned practitioners and system leaders will help participants apply the rules and regulations in real-world situations. The class is limited to a maximum of 72 seats and a maximum of 5 attendees may be accepted into the program per college/district.

Admin 201: The ACCCA Admin 201 program is designed to provide an essential leadership assessment, combined with case studies of outstanding leaders in action, a professional assessment component and essential skills training to take you to the next level. The program content is aimed at administrators who have an established foundation of technical and regulatory training but still need the more nuanced skills necessary to be a strategic and transformational leader.

The Great Deans Program: Developed in conjunction with our Chief Instructional and Student Service Officers, the ACCCA Great Deans program was created to target newer deans in the **first five years** of their career. The curriculum was developed after extensive research and after an assessment of critical needs identified by members of ACCCA, CIOS,

CSSOs, CEOs and CHROs. The data led our planning team to focus the content on the areas of:

- *Faculty Relations*
- *Personnel Management*
- *Evaluations*
- *Enrollment Management*
- *Budget Management*

All applicants or ACCCA professional development programs must go through a vetting process and be selected by a designated team of volunteers and staff based on criteria established by the Management Development Commission (MDC). Priority registration is given to administrators, managers or supervisors and may be based on the length of time in the current position (i.e., for the Admin 101 or Great Deans program, within their first 5 years.)

If not selected for the program, applicants may be directed to another program appropriate to their experience or retained on a waiting list. If a seat on the waiting list opens up due to a cancellation in the selected class, pre-vetted applicants will be chosen from the waiting list *with priority granted to those colleges not currently represented on the list*. The waiting list will be managed from year to year by date of application submission.

Networking Events and Best Practices Training:

ACCCA also hosts events to bring best practice training and networking opportunities throughout the year. These events currently include:

The ACCCA Annual Conference: For over 40 years the ACCCA conference has been an annual staple for administrators seeking networking and best-practice training. The event occurs annually, usually at the third week of February, and attracts between 300 and 350 administrators, managers and directions from throughout the state. Locations alternate 1 North, 2 South and are generally facilitated at easily accessible destination hotels or convention center/hotel facilities. The annual conference is the place where ACCCA presents awards and it serves as the beginning and ending of the annual Mentor Program. Activities associated with the conference include the Mock Interview Program and Dinner with a Leader as optional activities.

The Annual ACCCA/ACBO Workshop on the Governor’s Proposed Budget: Held in mid-January each year, ACCCA’s workshop on the Governor’s Proposed Budget provides the first analysis of the proposed spending plan from a community college and administrative perspective. In recent years, ACCCA has partnered with ACBO to ensure a business perspective is represented as well as an advocacy and budget strategy view. The event attracts participants from trustee, CEO, CBO and higher levels of administration together with representatives of the administration, DOF, LAO and Chancellor’s Office for a well-rounded discussion of the impact of the aspirational version of the state budget.

Regional Events— ACCCA has established the Regional Member Council (RMC) as a two-way communication network from ACCCA to the members and wider administrative workforce,

and back again. In fulfilling its purpose, the RMC may also facilitates regional meetings and activities for members and non-member administrators of a region.

Each of the ten council members are the leaders of their region in connecting ACCCA to the members and administrators in the region. One of the most effective ways to do that is to convene the regions administrators for impactful, topic-driven discussions, presentations, training and networking opportunities.

ACCCA can sponsor these events to keep costs low for participants, and to leverage the Association's connection to professional speakers, administrative content leaders, and business member sponsors. These events also provide a unique opportunity for ACCCA to engage potential members and a platform to discuss the advantages of membership and can range from providing a coffee service for a regional meeting, to funding a full day workshop or evening dinner presentation event.

1.3.2.3 *State Budget, Legislative Advocacy, and Policy Analysis*

Community college administrators are the caretakers of their institutions and the innovators of processes and cutting edge business practices that are aimed at enabling the educational success of over 2 million students throughout the state of California.

In this definitive role, and as members of ACCCA, our member-administrators must be equipped with the most pro-active advocacy and the best analysis and information on the financial, policy and legislative issues that will directly impact them and the institutions they serve.

Advocacy and Weekly Legislative Report: To keep ACCCA members informed on the above mentioned issues, the ACCCA Advocate provides a weekly report on developments in policy and legislation as well as state budget negotiations. As necessary, *ACCCA Alerts* may be issued to mobilize members on selected topics that require a broad-based and immediate response.

Monthly Legislation, Budget and Policy Review: Each month the Association's Commission for Finance, Legislation and Advocacy (CFLA)—a representative group of ACCCA members—meets to participate in a thorough review of trending issues, policy initiatives, budget development and legislation. The commission is authorized to act on behalf of the Board, and as necessary will direct the Association's advocate to communicate official positions on policy and legislation, and issue *ACCCA Alerts* as necessary mobilize members to action.

Consultation Council Representation—ACCCA holds a seat on the Chancellor's Consultation Council which is comprised of 18 representatives of institutional groups such as trustees, executive officers, students, administrators, business officers, student services officers, and instructional officers, and representative organizations, such as faculty and staff unions and associations.

The purpose of the statewide consultative process is to strengthen a system of communications, policy development, and review, to ensure the quality and effectiveness of college operations and programs. ACCCA's voice joins with others representing

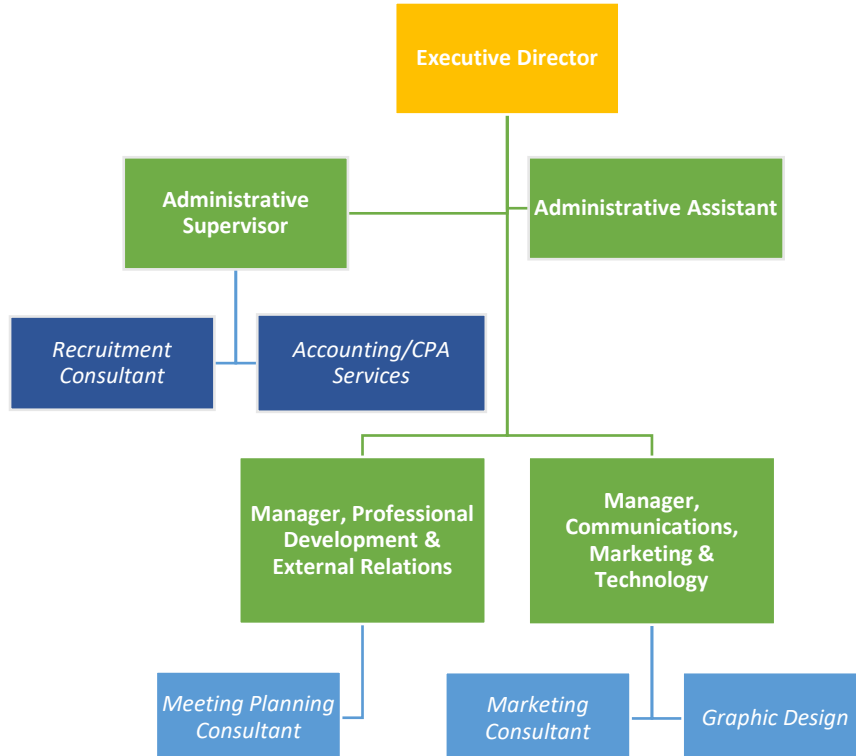
management to debate and inform the Chancellor, who makes recommendations to the Board of Governors on matters of policy.

As a member of the Council, ACCCA represents its members in the development of statewide community college policy in order to insure that the best interests of the students, the system, and the state are served.

The Consultation Council is chaired by the deputy chancellor of the system, and meets monthly to review and evaluate new policy proposals, necessitated either by legal requirements or local need, appoint task groups to develop new policy proposals, review and provide advice on policy issues currently in development, and review and provide advice on the work of standing committees developing annual system proposals, such as the budget and legislative programs.

ACCCA Political Action Committee: ACCCA-PAC is *the only administrative, member supported political action committee* invested in the interests of administrators and their institutions. ACCCA members are invited to contribute to the PAC which helps ACCCA support significant initiatives such as Prop 30, and contribute to the advocacy effort by supplementing those costs. The PAC also funds an annual legislative reception in January to provide an opportunity for ACCCA members to connect with their legislators and learn about issues important to administrators and their institutions.

1.3.3 Management Structure and Succession Plan



The ACCCA Succession Plan is comprised of 4 separate components:

1. An ongoing plan for the continuous recruitment and retention of members in the Association with incremental goals for staff and consultants;
2. A **realistic** process [given ACCCA's size and budget] for replacing the current CEO by 2022*;
3. A plan for developing and nurturing strong representation on the ACCCA Board that is aware, committed, connected and engaged;
4. A process for identifying talented individuals early in their career to become active in the organization and who can be groomed over time to lead a significant entity within ACCCA [i.e., commission, committee team or workgroup].

**Approximate timeline, no official date has been announced.*

1.3.4 Financial Planning

Currently ACCCA relies on an established system of daily, monthly, quarterly and annual financial processes, reporting as required by federal and state regulations, and comprehensive internal controls reviews to facilitate its fiscal services and future planning. The following calendar outlines these process, reporting timelines and points of oversight inherent in this functional area of the Association's operation. (*Note: FC refers to Finance Committee.*)

JULY:

- FC/Staff review June Financial Report and Annual Financial Statement [compilation] from accountant and distribute to the Board.
- Staff makes adjustments to board approved [in June] tentative budget based on prior year actuals.

AUGUST:

- Staff reviews July Financial Report from accountant and distributes to the FC and Board. Staff reviews Admin 101 program budget outcomes.
- Staff begins research [Aug-Nov] on PD programs PL/value for ACCCA and External Stakeholders

SEPTEMBER:

- FC/Staff review August Financial Report from accountant and distribute to the Board.
- Staff prepares Admin 101 Event Report for the Board's review.
- FC reviews adjusted budget proposal for presentation to the Board at September meeting.

- Staff begins preparing for internal ICA review process and communicates board-approved current year budget numbers to Accountant.

OCTOBER:

- Staff reviews September financial report from accountant and distributes to the Board.
- Staff reviews the 1st Quarter Financial Statement and reconcile with CRJ and disbursement back-up files.
- Staff distributes 1st quarter financial report to the Finance Committee for questions/feedback.

NOVEMBER:

- Staff reviews October Financial Report from accountant and distributes to the Board.
- Staff reviews/complies with document requests from IC auditor.
- Staff researches/documents alternative models for member dues assessment

DECEMBER:

- FC/Staff review November Financial Report and distributes to the Board.
- ICA review for the prior year is performed by outside consultant.
- FC/Staff reviews current year budget revenue and expense projections versus YTD.
- Staff prepares final budget adjustments for Board consideration in January.

JANUARY:

- FC Reports to Board on Professional Development Value Assessment
- FC/Staff review December Financial Report from accountant and distribute to the Board.
- FC/Staff review the 2nd Quarter Financial Statement and include both 1st and 2nd quarter statements in January Board Docs.
- FC/Staff review revenue/expenditure assumptions for the following year's budget. Present mid-year adjustments and revised budget to the Board for consideration. Review ICA findings with Board.

FEBRUARY:

- Staff review January financial report and distribute to the Board.
- Staff review Conference budget actuals to-date for indicators.

MARCH:

- Staff reviews February financial report and distributes to the Board.
- Staff prepares Conference and Budget Workshop Event Reports to share with the Board.

APRIL:

- FC/Staff reviews 3rd Quarter Financial Statement.

- Staff adjusts budget assumptions for following year's budget and distributes 3rd Quarter Financial Statement to the Board.

MAY:

- Staff reviews April Financial Statement and distributes to the Board.
- Staff updates proposed budget and forwards to the Finance Committee for review/feedback.

JUNE:

- FC review year-to-date profit/loss report with staff.
- Staff prepare and present tentative budget to the board for review and adoption in conjunction with annual meeting of the Board.
- Internal Controls report is provided to the Board.

1.4 Legal Description and Tax Exempt Status

The Association was granted non-profit status by both the IRS on August 30, 1976, and subsequently by the California State Franchise Tax Board on September 14, 1976. That designation by both the Federal government and the State of California was last re-validated in 2017.

1.4.1 Definition of 501 (c) (6) Requirements:

The IRS grants exemption from tax status to organizations meeting the definition of “non-profit”. Internal Revenue Code section 501(c) (6) specifically defines business leagues as exempt organizations. A business league is an association of persons having some [common business interest](#), the purpose of which is to promote such common interest and not to engage in a regular business of a kind ordinarily carried on for profit.

To be exempt as a business league, an organization's activities must be devoted to [improving business conditions](#) of one or more [lines of business](#) (as distinguished from [performing particular services](#) for individual persons). It must be shown that the conditions of a particular trade or the interests of the community will be advanced. Merely indicating the name of the organization or the object of the local statute under which it is created is not enough to demonstrate the required general purpose.

No part of a business league's net earnings may [inure](#) to the benefit of any private shareholder or individual and it may not be organized for profit to engage in an [activity ordinarily carried on for profit](#) (even if the business is operated on a cooperative basis or produces only enough income to be self-sustaining). To be exempt, a section 501 (c) (6) organization must receive meaningful [membership support](#).

Trade associations and professional associations are business leagues. Chambers of commerce and boards of trades are of the same class as business leagues, but rather than promoting one or more lines of business, their efforts are directed to promoting the common economic interests of all commercial enterprises in a given trade community. The requirements for exemption of these organizations are substantially the same as for business leagues.

1.4.2 Documentation of Tax Exempt Status:

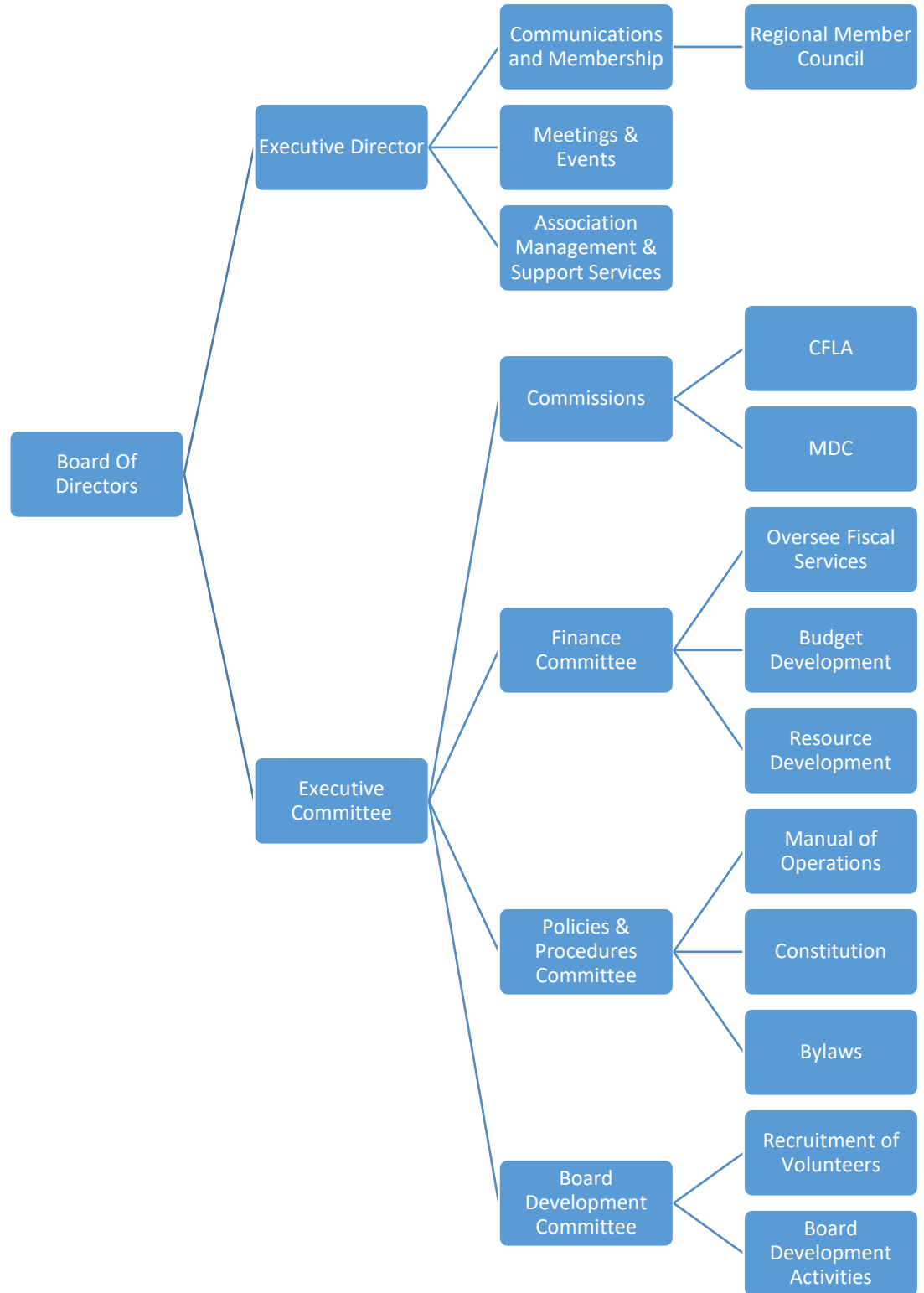
Both the letters of exemption and the original application for exemption are maintained in ACCCA's historical files. Copies of these documents can be found in the documents section of the Operating Manual.

1.4.3 Regular Verification of Status:

The Association shall regularly request documented validation from both the IRS and the California State Franchise Tax Board regarding non-profit status and shall provide all information to those entities as necessary to maintain a valid status and to verify compliance with requirements to maintain status.

Chapter 2: Organizational Structure, Description and Function of Units

2.1 Organizational Chart of the Association



2.2 The ACCCA Board of Directors

2.2.1 Composition of the Board

The ACCCA Board of Directors is considered to be a Governing Board with limited operational responsibilities. Board shall be composed of at least 16 elected positions and such other appointed and ex officio positions as described herein. In years when the incoming President or President-Elect is either ineligible [termed out] or choose not to run for re-election, additional seats shall be created to facilitate the transition of officers. **Board members are elected to three year terms which are staggered to achieve five open seats in each election.**

2.2.2 Election Process

Each year a slate of eligible candidates shall be established by the Board Development Committee prior to May 1st with at least one qualified candidate for each open seat. Successful nominees are elected by a vote of the membership to serve three-year staggered terms. Incumbent candidates may run for a maximum of two consecutive terms. **The Board Development Committee shall make every effort to achieve and maintain the following composition of the full board:**

- **Three (3) Chief Executive Officers**, including representatives from both multi-college and single college districts;
- **Two (2) Human Resource administrators**, one of whom shall be a Chief Human Resource Officer;
- **Two (2) Business administrators**, one of whom shall be a Chief Business Official;
- **Three (3) Student Services administrators**, one of whom shall be a Chief Student Services Officer;
- **Three (3) Instructional Services administrators**, one of whom shall be a Chief Instructional Officer;
- **Three (3) administrators “at large”**, two of whom shall be representative of middle management;
- **One appointed business member representative** appointed by the Board to represent all business members of the Association. The term of office for this board position is two years with a maximum of two consecutive terms. Candidates will be selected from the ranks of all business members of ACCCA. The position is considered ex officio and non-voting, but may have the privilege of the floor;
- **One appointed retired member representative** appointed by the Board to represent all retired members of ACCCA. The term of office for this board position is two years with a maximum of two consecutive terms. Candidates will be selected from the ranks of all retired members of ACCCA.

Candidates for the open seats will be selected from among the membership. All eligible ACCCA members may vote in any Board election, and a majority of those voting shall elect. The President of the Board shall appoint individuals to serve out the uncompleted terms of Board members, subject to the approval of the Board of Directors.

The ACCCA Board Development Committee, with guidance from the Executive Director will vet all nominations to ensure they meet the criteria for Board service:

- Candidates for the Board must be an ACCCA member in good standing;
- Candidates must submit a biographical sketch no more than 250 words that describes their current and prior administrative/managerial positions in the California community college system; their volunteer service and any other applicable experience that would qualify them to represent the constituency for which they are running;
- Candidates must submit a statement of candidacy of no more than 250 words that outlines why they want to represent their fellow members on the Board; their experience in, and understanding of ACCCA as a member supported organization, and what they hope to accomplish during their tenure.

2.2.3 Role of the ACCCA Board Member

Agreeing to serve on the ACCCA Board is a commitment to participate and generally represent the views of the constituency from which the member was elected for Board deliberations. However, in taking action, each member of the Board shall act in the best interest of all members of ACCCA.

Each elected member of the Board is expected to accept at least one assignment outside their Board role. This may be service as a participant on a committee, a commission or to assist with a project. Following are the general responsibilities of an ACCCA Board member:

- **Preserving and, when necessary, reshaping the mission**
This is the board's most important role. Board members need to make certain that a strategic plan is in place describing how the organization will fulfill its mission going forward. In addition, board members should measure each proposed action against both the organization's mission and its approved budget and other plans.
- **Selecting the CEO**
Another important role for the board is the selection of the CEO, or principal staff person, to provide full-time leadership for the organization and to recommend and implement the policies and programs approved by the board.
- **Representing the external world to ACCCA and ACCCA to the external world**
Board members are expected to support ACCCA and serve as member recruiters on their campus and across the state. Membership recruitment materials will be provided to all Board members and additional materials made available upon request.

Board members are expected to advocate on behalf of the organization help raise awareness of its mission. It is also important for the board to be sensitive to the environment in which the organization operates. In that capacity, the board should give the organization's staff any feedback they feel is important about how policies, plans and programs are impacting members they encounter.

- **Exercising financial stewardship**

The board has fiduciary responsibility for the assets of the Association, and is responsible for approving the budget and working with the Finance Committee to make all major financial decisions. Management is responsible for providing accurate reports and any relevant information necessary to enable the Board in its decision making process.

The board must make certain that funds of the Association are used consistent with, and in the best interests of its members. The Board must satisfy itself that sufficient funds are allocated to each function and that those allocations are consistent with its own priorities.

Being exempt from most taxes as a non-profit organization does not mean that ACCCA is exempt from regulation. The Board should be aware of federal and state laws and regulations that apply to the organization, along with applicable standards outlined in statute by the State of California.

Member Recruitment Requirement

Board members are expected to recruit *a minimum of 3 new ACCCA members* over the course of their 3-year term. Progress reports will be provided at each board meeting. Staff will provide access to online materials and information, and can instruct board members on the most effective recruitment tactics.

Board members are encouraged to take the initiative to engage their colleagues about ACCCA. They can attend their campus management meetings with recruitment collateral to invite colleagues directly. Suggested talking points include:

- *Sharing your own personal experience as a member*
- *Sharing what motivated you to join ACCCA*
- *Sharing information on benefits and the advantages of ACCCA membership*
- *Inviting them to attend an ACCCA event with you*

Board members are also encouraged to help out at any affiliate conferences they attend by coordinating with staff and committing 15-20 minutes at the ACCCA recruitment table. If ACCCA recruiters are not present at the conference, you can obtain materials to take to the event and share with non-members.

- **Make certain that the board has the right skills and practices to do its job**

The board needs individuals with a strong commitment to the fundamental purpose and mission of the organization.

The ACCCA Board is regularly assessed for its strengths and potential by the Board Development Committee—established specifically to ensure a high performing Board. The board must also be attentive to its internal processes, so that its meetings focus only on board-level matters and do so in a way that draws upon the combined knowledge and experience represented at the table.

- **Attend all meetings**

The skills you bring to the table do not matter if you are not present. Board members who repeatedly miss meetings should be candidates for removal. Their absence can drain the morale of other board members — and ultimately the morale of others in the organization. Board members are expected to participate in the activities and meetings of any commission or committee they commit to.

The Board meets a minimum of four times each year and most meetings will have a regional video conference option. In addition, Board members are expected to attend and participate in all major events of the Association (the annual conference, January Budget Workshop.) Consistent absences from Board activities will require that the Executive Committee review the effectiveness of the member remaining on the Board.

- **Be prepared and informed**

Become familiar with the operating policies, procedures and guidelines of the Association and refer to them frequently. Offer suggestions on procedures or policy as necessary.

Before each meeting, read the meeting materials provided to you in advance. Come to each meeting prepared to ask questions and make comments. Stay informed of trends and developments so that you can bring a broader perspective. In addition, stay abreast of good governance practices as they evolve.

- **Remember that integrity is paramount**

The most important asset of your organization is its good name and reputation. The second most important asset is the confidence of its members, donors and sponsors in the organization's capacity to manage and spend funds prudently. The board should make certain — both in its own practices and policies and those of the staff — that integrity remains the highest priority.

- **Critical distinctions--Board vs. Management**

Both the organization's board and its management must have a clear understanding of the distinctive roles of each. Much confusion (and sometimes conflict) occurs when those distinctions aren't clear. Board members do not have individual power or authority. Instead, these powers reside with the full board of directors.

Occasionally, a board member may become heavily involved in a particular program and work closely with the organization's staff. In that situation, the board member should report periodically to the full board to keep it informed. The board sets standards to measure how well management performs — and initiates actions, when necessary, to see that management carries out its obligations.

Board functions

- ✓ *Setting board policy*
- ✓ *Approving new programs or deleting old ones*
- ✓ *Selection, oversight and compensation of the CEO*
- ✓ *Approval of the operating budget recommended by management*
- ✓ *Oversight of the endowment*

Operational Functions

- ✓ *Selection and supervision of staff*
- ✓ *Development, recommendation and implementation of the budget*
- ✓ *Establishment of operating procedures*

Critical distinctions—Committees vs. the Board

Board members are asked annually to identify a commission, committee or project to work with that is in addition to their elected Board role. Most of the board's work should be done by its Commissions and committees.

Thus, individual board members will become knowledgeable in key areas of the board's work, and the full board will spend less time on any one issue or set of issues. It is good practice to follow a committee's recommendations unless there are compelling reasons not to do so.

2.2.4 Appointed Positions of the Board

Other members may be appointed to the Board by the President, with the concurrence of the full Board, to represent the interests of all ACCCA members.

- *Business Members:* To represent the interests of Business Members in ACCCA, one board representative (business member) may be appointed by the President for a two-year term (non-voting). The representative may be re-appointed, but can serve no more than two consecutive terms.
- *Retired Members:* To represent the interests of retired members in ACCCA, one board representative (retired member) may be appointed by the President for a two-year term (voting). The representative may be re-appointed, but can serve no more than two consecutive terms.

2.2.5 Officers of the Board

The Officers of the Association shall be the President, Vice President/President-Elect and the Immediate Past President which shall also comprise the Executive Committee of the Board of Directors. Officers shall be elected by the Board for a one year term of office commencing on July 1 of each year, or at each annual planning meeting, whichever is first.

At each annual planning meeting of the Board an election for the offices of President and VP/President-Elect shall be conducted. In advance of the annual planning meeting, the Chair of the Board Development Committee shall solicit from the individual members of the Board, their interest in serving as an officer of the Association.

A slate of candidates shall be presented to the full Board at the annual planning meeting of the Association in June. All duly elected Board members present at the annual planning meeting may vote. A majority of those voting is required to elect any individual to office.

The Executive Committee shall be responsible for coordinating assignments of Board members, and will collaborate with and provide appropriate direction to the Executive Director.

If necessary, others such as the Executive Director, Commissions Chairs or another member of the Board may act in the capacity of an officer. In such specific instances, the President may delegate such authority to that person on a temporary or as-needed basis.

President of the Board

The President serves as Chair of the Board of Directors, Chair of the Executive Committee and as an ex-officio member of all commissions and committees. The President works closely with ACCCA's Executive Director who keeps them informed of all significant events taking place within the operation of the Association. He/she shall receive regular reports from the Executive Director, consultants and commission/committee Chairs as necessary. The President shall perform all duties incidental to the office, and such other duties as may be prescribed by the Board.

As a voluntary organization, ACCCA is highly dependent on its officers and Board for the quality and scope of programs and services for its members. The President of the Board is the leader, and the effectiveness of the Association in delivering its primary services depends on the effectiveness of the President. Because of its volunteer structure, the President has considerable latitude for action to improve the Association. Following are the general responsibilities of the President of the Board of Directors:

- Attend and chair all Board meetings and Executive Committee meetings and prepare reports as necessary for the information of the Board.
- Become familiar with ACCCA's Constitution, by-laws and operating procedures and work with the Executive Director to ensure that they are maintained and up to date. Provide necessary oversight to ensure that others on the Board are provided access to these documents.
- Work with the Executive Director and the Vice President/President-Elect to develop each board agenda and the annual planning agenda.
- Recruit and appoint ACCCA members to key positions who have expertise and are willing and able to contribute their time, and regularly consult with the other members of the Executive Committee and Commission Chairs to identify candidates for office or leadership roles within the membership of ACCCA.
- Work with the Executive Director to ensure that board development activities are taking place that will contribute to a high performing Board of Directors and see that each Commission Chair is provided with all relevant documentation and instruction as is necessary to perform the function for which they were selected.
- Require an annual work plan from each of ACCCA's Commissions and committees and support them in their efforts to ensure that the Board is provided with a clear list of objectives to accomplish towards meeting the goals outlined by the Board for that group.
- Maintain regular communication with the members of the Board, all commission and committee chairs and the Executive Director.

- Ensure that appropriate recognition is given to Board, Commission or Committee members and staff for their work.
- Plan the annual meeting in advance and focus the Boards attention on the annual strategic planning process at that meeting.
- Provide oversight to the Executive Director to ensure that the Associations goals and objectives are routinely communicated to members and that a process for effective two-way communication between members and the Board is maintained.
- Provide for and manage the annual performance evaluation of the Executive Director.

Vice President/President Elect

As the incoming leader of the Association it is important for the VP/President-Elect to use the opportunity of the office to gain a thorough understanding of its structure, and the goals and objectives of individual commissions, committees and workgroups. Additionally, the VP/President-Elect shall serve as chair of the Board Development Committee and oversee the Association’s annual board election and election of officers.

In the absence of, or in the event of a vacancy in the office of President, the Vice President/President-Elect shall perform the duties of the President. They must be an elected [not appointed] member of the Board of Directors, and also serves as Chair of the Board Development Committee and a member of the Executive Committee. The Vice President/President-Elect shall perform such other duties as assigned by the President of the Board. Following are the general responsibilities of the Vice President/President-Elect:

- Attend all meetings of the Board and assist the President in developing each board agenda and annual planning meeting agenda.
- Thoroughly familiarize yourself with the Association’s Constitution, by-laws and the Operating Policies and Guidelines. As indications for change become apparent, communicate your ideas for improvement to the Executive Committee.
- Attend all meetings of the Executive Committee and assist the President in reviewing the on-going work of the commissions and the Association’s management.
- Assist the President and Executive Director in identifying and recruiting new candidates for volunteer roles on the Board or in leadership positions in the Association.
- Become familiar with the Association’s business members and advise/assist the business member representative on the Board in their efforts to establish communications with potential business members in ACCCA.
- Become familiar with the Association’s retired members and advise/assist the retired member representative on the Board in their efforts to establish communications with and engage retired members of ACCCA.
- Participate in the annual performance review of the Association’s Executive Director.

Immediate Past President

The Immediate Past President shall serve the Board in either an elected, or an ex-officio capacity if their term on the Board has expired prior to assuming the Past President officer role.

The Past President shall serve as the Association's representative on the Chancellor's Consultation Council unless otherwise determined by the President. The Past President is also a member of the Executive Committee. They shall assist the President in the orderly transition of new officers; and shall perform other duties that may be assigned by the President.

To operate effectively year-to-year, ACCCA must depend on a system of operating policies and processes and a dedicated administrative staff to ensure they are followed. Calling on the experience of the Immediate Past President to assist in this continuity, it is expected that the Past President will serve as an advisor to the Policies and Procedures Committee (PPC). The Past President shall be expected to:

- Be supportive and on call to the newly elected President, especially in the beginning of their term as they monitor the work of ACCCA's commissions and committees and engage in policy discussions at the state level on behalf of the Association.
- Unless otherwise determined by the President, the Past President shall serve as the ACCCA representative on the Consultation Council. Expenses incurred for travel as a result of this representation shall be reimbursed by the Association upon request and according to reimbursement guidelines.
- To ensure continuity, the Immediate Past President will continue to attend Board meetings and meetings of the Executive Committee. They will assist the Executive Director and Policy & Procedures Committee in a review of the Association's Operations Master Plan in advance of the annual planning meeting or by June 1st of each year.

2.2.6 Ex-Officio Members of the Board

In addition to the duly elected members of the board and the appointed seats representing retired members and business members, others who are integral to the operation of the Association can also be considered as "ex-officio" to the Board.

Ex officio positions on the Board shall be non-voting, and cannot hold officer positions, but will have the privilege of the floor and may participate in the discussions at any duly called meeting. Such ex-officio members of the board may also represent the Association if directed by the President.

Executive Director/Board Secretary

An executive or administrative officer shall be employed by the Board to oversee all operational activities. Hereinafter referred to as "Executive Director" they shall serve as Secretary to the Board of Directors, and as an ex-officio, non-voting member of both the Executive Committee and the Board.

Chairpersons of Commissions and Standing Committees

Chairpersons of an ACCCA Commission or a Standing Committee of the Board shall also hold ex-officio status on the Board if not already serving in an elected position.

2.2.7 Vacancies and Appointments

The President is authorized to appoint qualified candidates to fill any vacancy for an elected or appointed Board position, with the approval of the Board. The appointed member may run for re-election to maintain their seat on the Board for up to two consecutive terms following the appointment. If the vacancy is that of an officer, the Board will elect a new officer from among the current Board to complete that term at its next duly called meeting.

2.2.8 Removal

The Board shall exercise oversight and may remove for cause any elected person by a two-thirds vote of the Board present at a duly called meeting. The vacated position shall remain so until a successor is either duly elected, or appointed and can assume office. Any Commission Chair or other volunteer may be removed on the recommendation of the Executive Director with the approval of the Board.

2.2.9 General Duties

As a Governing Board, the ACCCA Board of Directors provides general oversight of Association with regard to its Mission, Vision and Values, it's standing as a non-profit organization and maintains its fiduciary responsibilities in the oversight of the assets of the Association. All operational functions fall within the oversight of the Executive Director. Individual members of the Board may commit to one or more functional areas [commission, committee or project] of the Association.

2.2.10 Conducting Meetings

The ACCCA Board of Directors shall meet a minimum of four times each year. Board meetings may be in-person or via phone or video conference at multiple locations upon agreement of the Board.

In-Person Meetings

Meetings associated with key events or for multiple purposes will be planned as in-person meetings. There are generally two in-person meetings of the board held during the operating year. Locations for in-person meetings are selected well in advance of the meeting date, and ample notice will be provided to Board members and others expected to attend the meeting.

- *June Annual Planning Meeting:* Unless otherwise determined, there shall be an annual planning meeting of the Board in June each year. The purpose of the meeting will be to elect officers, provide orientation to new Board members, and collaborate to further the Association's strategic plan.
- *January Board Meeting:* Unless otherwise determined, the board will meet in Sacramento in January in conjunction with the annual Governor's Budget Workshop.

Video/Phone Conference Meetings

Video conferencing at multiple locations and telephone conferencing are extremely efficient tools that can be utilized to bring together a number of individuals to conduct business and avoid much of the cost and travel time associated with a conventional in-person meeting.

Unless otherwise determined, the Board will hold at least two meetings each year which can be accessed regionally at video conference locations determined by the Executive Director. Generally, these meetings will occur in the fall and the spring, usually in September and March.

Video conferencing and phone conference options come with inherent challenges. In order to access these tools and still conduct an effective meeting, established ground rules must be followed. If using phone conference or video conference options, it is essential to fully understand the limitations of the technology and be prepared to be flexible [*Reference "Video Conference Guidelines" in the Appendices Section*].

2.2.11 Reimbursement of Travel Expense

Board members are asked to cover the cost of their involvement on the ACCCA Board through their college. However, in the event the college/district cannot/will not financially support a member's participation, a travel stipend of up to \$300 will be provided to offset necessary travel expense. If additional resources are required to support the member's involvement, these investments will be decided on a case by case basis.

Board members are provided with access to reimbursement claim forms to facilitate the reimbursement of expenses or stipend payments related to the meeting. Board members and Commission/Committee Chairpersons may request reimbursement of direct travel expenses including transportation, lodging, meals and necessary supplies if their district will not/does not cover those costs.

2.2.12 Quorum and Action

A majority of the whole Board shall constitute a quorum for the transaction of business at any meeting of the Board. The action of a majority of Board members present at a meeting at which a quorum is established shall be the act of the full Board of Directors except as otherwise provided in the by-laws.

2.2.13 Authority to Expend Association Funds

In conducting the affairs of the Association, the board may authorize the expenditure in any fiscal year the current income and such amount from its reserve funds as may be necessary to accomplish its purposes. The Board shall at no time incur indebtedness in excess of the assets of ACCCA.

2.2.14 Orientation of New Board Members

Each year new and returning incumbent members of the Board are provided with an orientation

to the organization and their role as members of the Board, how the Board functions, management duties versus those of the Board, committees and Association Commissions, the chain of information, delegation and authority, etc. Materials related to these areas can be found online at www.accca.org where all board meeting materials are housed. Besides the agenda and related materials for each meeting of the Board, members can also find:

- Association bylaws and constitution
- The current Strategic Plan
- Monthly financial reports from the past year
- The prior year financial statement
- A current Board and Staff roster
- Instruction and forms to receive travel reimbursement
- A calendar of the upcoming year's board meeting dates, times, locations
- Meeting minutes of the past year
- The conflict-of-interest policy and Statement Form to download, sign and submit to management
- Copies of recent regulatory filings, including Form 990, 1096 and the semi-annual PAC filing
- Findings of the most recent Internal Controls Audit

While it is not necessary to be conversant in all information posted, board members should be aware of its contents and know when to consult it.

2.3 ACCCA Commissions, Standing Committees and Sub-Groups

2.3.1 General Terms & Function of Commissions, Standing Committees and Sub-Groups

Each entity that is designated by the Board as a Commission, Standing Committee or a sub-group of either is described in detail in the Operating Manual. A unique charter describing each group's purpose, composition and rules can be found in the Appendix of the Operating Manual.

Commission for Finance, Legislation and Advocacy (CFLA)

Legislative and fiscal issues have a major influence on the ability of California's community college administrators to succeed and meet student needs. It is therefore imperative that the administrators of California community colleges be thoroughly informed and proactive in this regard. Representing the membership of ACCCA and advocating their perspective is a primary service of the Association as established by the Board of Directors. All functions associated with that service are delegated by the Board to the Commission for Finance, Legislation and Advocacy (CFLA).

Management Development Commission (MDC)

Believing in the need for ongoing professional development for its members and all administrative and managerial personnel, and to provide members with access to current management techniques, best practices, information and training, the Board has established the Management Development Commission (MDC) to oversee this primary service of the Association.

Executive Committee of the ACCCA Board of Directors

The Executive Committee is composed of the officers of the Board and has overall responsibility to convene on a more regular basis than the full board for the purpose of working with the Executive Director to provide oversight, initial review and regular monitoring of specific issues on behalf of the Board.

The Executive Committee must keep the board informed in a timely manner about the development of issues or recommendations for their consideration, and is charged with working with the Executive Director to develop the agenda for each Board meeting and act on behalf of the Board on issues that require immediate attention between meetings.

Finance Committee of the ACCCA Board of Directors

As a designated 501c6 tax exempt, non-profit organization, and in order to maintain that status, ACCCA is obliged to adhere to a strict set of fiduciary rules, regulations and guidelines. These rules are established to ensure that the Association's assets are safeguarded and the regular payment of expenses is done in a timely manner and are aligned with a board approved budget. The chief responsibility of the Finance Committee is to see that the Association's stated mission and purpose guides its expenditures and is in the best interest of its members.

The members of the ACCCA Board of Directors are collectively and individually responsible for the Association's adherence to this established set of laws and principles. The Board relies on the diligence and services of an Executive Director and their staff to ensure that the related financial requirements are carried out.

To guide the Board in understanding the financial processes inherent in the proper operation of a non-profit organization and to ensure they are done, the Finance Committee is established as a standing committee of the Board.

Board Development Committee

To ensure the development of a high performing board of directors and create a pathway to leadership within the Association, the ACCCA Board has formed the Board Development Committee as a standing committee of the Board.

The Board Development Committee oversees the annual Board election. They also work with the Executive Director to oversee the succession plan to ensure that the organization is prepared for transition, and is intentionally cultivating talent from within to provide representative leadership on the board and lead the Association's commissions, committees and project teams into the future.

Policies and Procedures Review Committee

In order that the Association may operate effectively, maintain its non-profit status and follow appropriate procedures in an ethical, legal and fiscally sound manner, a compilation of Board policies, operating procedures, as well as a rolling strategic plan be established and kept current.

To ensure that a process of continuous review, development of and adherence to established policies and operating procedures occurs, the Board has designated the "Policies & Procedures Review Committee" as a Standing Committee of the Board.

Regional Membership Council

ACCCA has members or potential members at every campus and district office in the state of California. Considering the scope of the member network, ACCCA must provide a process for effective two-way communication if the needs of members are to be determined and served. The Board has established the Regional Membership Council (RMC) to ensure that this communication is robust, productive and beneficial to its members, and that it informs Board decisions.

The Council is comprised of ten regional representatives who respond to prompts from ACCCA or initiate and manage two-way communication between the campus contacts within their region and ACCCA. The Council is a Standing Committee of the Board and Council members (Regional Reps) meet with staff and others on a quarterly basis to provide direction and insight regarding member benefits and services, and to generally communicate the needs of ACCCA members.

Regional Reps receive regular reports and information from ACCCA which they are asked to disseminate among the campus contacts in their region. This information is generally about ACCCA programs and events, legislative or policy positions and information pertinent to their membership or profession. They also help distribute Quick Polls and assist with the distribution of poll results.

Political Action Committee (ACCCA PAC)

The establishment of political action committees (PACs) for non-profit organizations were authorized by the Federal Election Campaign Act of 1971. Briefly, political action committees are *sponsored by an organization to solicit contributions from members to direct funds to political causes.*

The rules governing, establishing and maintaining PACS are very complex but it should be noted that:

- PAC funds must not be commingled with general funds of the sponsoring organization; thus a separate bank account is maintained.
- 501c3 organizations are not allowed to form PACs but 501c6 organizations like ACCCA are.

As sanctioned by the Federal Government and designated by the California Secretary of State as Political Action Committee #800991, the ACCCA Political Action Committee (ACCCA-PAC) is a voluntary, unincorporated committee operated in conformance with state and federal law.

ACCCA-PAC promotes the improvement of community colleges by influencing the legislative process and encouraging ACCCA members and affiliated organizations to take an active part in influencing policy decisions and education-related governmental affairs through organized political action.

ACCCA-PAC seeks to educate California Community College administrators and others about the legislative process and to encourage their involvement. The PAC is authorized to raise funds to support this purpose. Specific purposes are outlined in the Committee's Constitution and By Laws which can be found in the Appendix of the Operating Manual.

Chapter 3. Strategic Planning

3.1 Strategic Planning Process Format and Current Plan Structure

Beginning with the 2016-17 year, ACCCA established a rolling strategic planning process to replace the year to year task development exercise that the Board had previously relied on to set its activities and agenda for each year.

The Board and staff agreed that the former process was unsuccessful in aligning the resources and activities of the Association with what research was showing as the current needs of its members. They sought a more effective process that could provide measurable results and more progress on increasing membership, better benefits for members, stronger internal operations, more effective advocacy and the ability to grow its already successful professional development programs.

The revised process was developed under the guidance of a member of the Board serving in the role of “*Plan Champion*” who took leadership, along with the Executive Committee. With the assistance of the Executive Director and two consultants selected specifically for their expertise in this area, they guided a process of research-based, comprehensive plan development built on the analysis of an expanded data collection effort.

The resulting assumptions were incorporated into a set of actionable goals and related tasks that are prioritized over a five year period, and are updated quarterly and re-evaluated by the Board at each year’s planning meeting. In the final year of the first planning phase [2021-22], the Board may authorize a comprehensive research project to fully gather current data to assess each element of the existing plan. A fully revised plan for the ensuing five years will be established.

3.1.1 Four Strategic Areas



3.1.2 Membership

The strategic area of Membership is key to the success of the plan and of the organization itself. Review of this area of operation is intended to engage in a deeper focus on the **value of membership to the member**. To do this, each five year plan will include a comprehensive analysis of the existing benefit package by an appointed ad hoc committee of members will assess its value to members. Recommendations for improvement will be made and the Board will determine appropriate adjustments. In the intervening years, the Board's focus will be on recruitment and retention tactics and messaging.

3.1.3 Organizational Structure and Operations

The strategic area of Organizational Structure and Operations is focused on improving the internal processes and assuring the financial sustainability of the organization into the future. Focus on this area allows the Board a broader level of oversight and examination of operations activities annually, and year to year oversight in accomplished in collaboration with the Policy and Procedures Committee [PPC].

3.1.4 Professional Development for Members and Administrators

The strategic area of Professional Development focuses on enriching and expanding training and networking opportunities for members and all administrators of California community colleges. Content for workshops and training programs is developed by administrators for administrators through ACCCA's Management Development Commission.

3.1.5 Advocacy for Legislative and Regulatory Improvement

In creating the focus for this area of the strategic plan, the Board hoped to improve its advocacy effort and expand collaboration with affiliates. An annual review of progress in advocacy efforts, an assessment of the value to members guides the Board in making this key benefit more relatable the professional life of members, and add clarity to their understanding of the relationship between policy and legislation and their own professional role.

3.2 Ongoing Work to Address the Goals of the Current Strategic Plan

Once the five-year plan is established by the Board, it is incumbent upon the Executive Director and their staff to work with the individual Commissions, committees and teams to execute the plan. The prioritization of tasks related to each goal is more fluid, and must be pursued according to any direction regarding priorities established by the Board, and in consideration of budget constraints. The plan moves forward with continuous review by the ED, their staff, the individual workgroups and the Board.

A standing item on each board meeting agenda is devoted to a progress update on the Strategic Plan provided to the Board by the Executive Director. At any time, the Board may adjust the plan as necessary at any duly called meeting where quorum is present, and with a majority vote of the Board.

3.3 Related Workgroups and Responsible Staff, Volunteers & Consultants

Each element of the current Strategic Plan has a workgroup, volunteer, consultant or designated staff person to oversee its progress and address or mitigate any challenges that may arise. Success or failure of any goal or task is contingent on the full engagement of all responsible parties. Following is an outline of each strategic area of the current plan, a list of the human resources required to accomplish the goal and the specific actions each is responsible for.

3.3.1 Membership Tasks, Related Staff, Volunteers & Consultants

- **Executive Director**—oversees all activities related to recruitment and retention, forms Ad-hoc committees necessary for reviewing specific elements of the goal, recruits new Campus Contacts and Regional Council members as necessary; works directly with the RMC and the contracted member recruiter and presents on ACCCA membership as necessary.
- **Manager, Marketing, Communications and Technology**—oversees the annual and ongoing data collection and analysis that informs the tasks related to this goal, develops all targeted messaging and communications, develop collateral materials related to recruitment.
- **Manager, Professional Development and External Relations**—works with the ED and Regional Council member to coordinate all regional one day training and networking events.
- **Contracted Marketing Consultant**—works with staff to provide direct non-member outreach on a regular basis, and onsite recruitment at selected events.
- **Administrative Supervisor and Administrative Assistant**—provides day to day management of member data records and Campus Contact lists; processes all new members and any member suspensions; conducts the onboarding process; provides regular reporting of member statistics.
- **Regional Member Council**—coordinates the roster of Campus Contacts by region to strengthen the communication network and provide outreach to prospective members; leads regional events to bring members and non-members together for training and networking purposes; as needed will provide Ad-hoc committee review of specific components of the plan.
- **Management Development Committee**—coordinates with staff and regional directors to contribute to development of content for regional training events.
- **Executive Committee and Board President**-- Monitor progress according to ED reports and conferring with the Chair, keep the Board informed.

3.3.2 Organizational Structure/Ops Tasks, Related Staff, Volunteers & Consultants

- **Executive Director**—oversees all activities related to maintaining and improving the Association’s organizational structure, operating process and fiscal management; works with the Board Development Committee and its Chair to ensure a high performing Board and the development of a long range succession plan; works with the Policies and Procedures Committee and its Chair to ensure that policies and procedures are kept current and all

findings of the internal controls auditor are fully implemented; works with the Finance Committee and its Chair to ensure the fiscal viability of the Association.

- **Board Development Committee (BDC)**—Works with the ED to ensure a high performing Board and oversees the development of the succession plan.
- **Policies and Procedures Committee (PPC)**—Works with the ED to review and guide policy and process development for the Association and ensures that internal controls findings are addressed and recommendations of the auditor are fully implemented.
- **Finance Committee (FinCom)**—Works with the ED to research, review and pursue new sources of non-dues revenue for the Association; monitors progress in eliminating structural budget deficits and advises the ED on the development of budget assumptions and multi-year budget scenarios.
- **Executive Committee and Board President**-- Monitor progress according to ED reports and conferring with the Chair, keep the Board informed.

3.3.3 Professional Development Tasks, Related Staff, Volunteers & Consultants

- **Executive Director**—Oversee the professional development, training and networking menu of the Association; works directly with the Manager of PD to guide content development through the MDC, ensure sustainability of existing programs and expand capacity as necessary and feasible based on data collection and analysis; collaborates with state agency and affiliate representatives to expand access to leadership development through a network of Association, affiliate, and state-based programs.
- **Manager, Professional Development & External Relations**—Work directly with the MDC to develop and execute each program and event plan; liaison to all business members, sponsors and vendors as it relates to their support of programs.
- **Manager, Marketing, Communications and Technology**—Collaborates with the Manager of PD to ensure appropriate marketing of programs and effective messaging for all professional development, training and networking events; oversee the online registration process for all programs, collects and provides analysis of data on all programs.
- **Consultant, Meetings and Events**—Works with the ED and staff to identify facilities and staff events as necessary; provides advise on sustainability and expansion.
- **Management Development Commission (MDC)**—Lead commission that oversees content and program development for the Association; coordinates the designated team leaders of each program to ensure alignment with the mission, vision and values of ACCCA; advises the Board on program innovation, sustainability and expansion.
- **Finance Committee (FinCom)**—oversee the budgeting and profit/loss trends for existing ACCCA PD programs, advises the Board on the financial sustainability of existing programs and works with the ED and staff to establish assumptions on future fiscal viability of established and emerging programs.
- **Executive Committee and Board President**-- Monitor progress according to ED reports and conferring with the Chair, keep the Board informed.

3.3.4 Advocacy Tasks, Related Staff, Volunteers & Consultants

- **Executive Director**—collaborate with the CFLA Chair and Advocate to craft monthly meeting agendas, communicate with the commission as necessary, coordinate the work of the Consultation Representative, develop support/oppose letters as necessary, coordinate any coalitions that ACCCA initiates and prepare communications to the members and public as necessary.
- **Commission for Finance, Legislation & Advocacy (CFLA)**—identify policy or regulatory issues which, through collaboration with other affiliates and state agencies, can be improved; identify groups and agencies with which the interests of ACCCA members can be addressed, and ensure that there is representation on the CFLA to address these interests; collaborate with the MDC to ensure that legislative issues and processes, and policy related content is included in ACCCA’s programs and events as appropriate.
- **ACCCA Advocate**—operate in the interests of ACCCA and its members according to a contract of services established in collaboration between ACCCA and the Advocate; monitor legislation, policy and budget issues at the state level and keep ACCCA informed; identify issues for which ACCCA should initiate coalitions or collaborations in order to make progress in the interest of administrators; speak or present on behalf of the Association as necessary.
- **Manager, Marketing, Communications and Technology**—distribute all advocacy related communications as directed and keep members informed via email and on the web site.
- **Executive Committee and Board President**—Monitor progress according to ED reports and conferring with the Chair, keep the Board informed.