



# Association Operating Processes and Procedures

## Chapter 1: Administrative Services Structure

- 1.1 Organizational Chart of the Association’s Administrative Services**
- 1.2 Description of General Business Model:**
- 1.3 Functional Areas and Chain of Command:**
  - ACCCA Board of Directors*
  - Commission for Finance and Legislative Advocacy*
  - Management Development Commission*
  - Executive Committee*
  - Finance Committee*
  - Board Development Committee*
  - Policy and Procedures Review Committee*
  - Regional Membership Council*
  - ACCCA Political Action Committee*

## Chapter 2: Human Resource Management Guidelines

- 2.1 Employment Policies:**
  - Non Discrimination Policy*
  - Fair Employment Policy*
  - Employee Compensation Policy*
  - Board Approved Rates of Compensation Policy*
  - Contracted and Outsourced Services Policy*
- 2.2 Employee Guidelines and Processes:**
  - Satisfactory Performance Guidelines*
  - Reliable Attendance*
  - Sick Leave*
  - Vacation Leave*
  - Paid Holidays*
  - Compensation/Benefits*
- 2.3 Exempt/Non-Exempt Definitions:**
  - Time card processes*
- 2.4 Employee Evaluation Process**
- 2.5 Job Descriptions of Key Staff:**

*Executive Director  
Administrative Supervisor  
Manager, Professional Development & External Relations  
Manager, Communications, Marketing & Technology  
Administrative Assistant*

## **2.6 Expense Reimbursement Process**

*Credit Card Authorization and Use Procedures*

## **Chapter 3: Contracted Services Oversight**

### **3.1 Guidelines and Processes for Contracting Services**

### **3.2 Contracted Positions**

*Legislative Advocate  
Meeting Planning Consultant  
Membership Outreach & Recruitment Consultant  
Graphic Design Services  
Accounting Services*

### **3.3 Other [Temporary] Outsourced Services**

*Computer/Network Maintenance  
Temporary Clerical Services*

## **Chapter 4: Succession Planning and Oversight**

### **4.1 Succession Planning Process and Areas of Responsibility**

### **4.2 Vital Document Inventory (Include Locations)**

*Nonprofit Status Documents (determination letters IRS/State)  
Constitution and By-Laws (current)*

*Board Minutes*

*Financial Documents:*

*Tax ID State and Federal  
Quickbooks Access  
Current and Prior Year Tax Returns  
Current and Prior Financial Statements  
Current Internal Controls Findings  
Auditor Contact Information  
Prior four quarters Financial Reports  
Prior four quarters 941 Payroll Reports  
Blank Checks/Banks Statements (all accounts)  
Computer Passwords (Keypass Access)*

*Current Membership Database Access*

*Current Active Contracts/Contractor Contact Information*

*Current Employee Files*

*Key Contacts List (Vendors)*

## **Chapter 5: Financial Planning and Oversight**

### **5.1 Budget Development, Process and Timeline**

*Fiscal Year Calendar*

## **5.2 Financial Operations, Processes and Guidelines**

*Chart of Accounts*

*Funds and Accounts*

*Revenue/Accounts Receivable*

*Expenditures/Accounts Payable*

*Financial Reporting and Record Keeping*

*Auditing Requirement and Process*

## **Chapter 6: Strategic Planning and Oversight**

### **6.1 The Strategic Planning Process**

### **6.2 The Current Strategic Plan**

## **Chapter 7: Communications and Technology Oversight**

### **7.1 Marketing, Communications & Technology Plan**

*Process and Timeline for Development*

*Membership Marketing/Communications Plan*

*Programs & Event Marketing/Communications Plan*

### **7.2 Communications Vehicles**

*ACCCA Reports Newsletter*

*Weekly Legislative Update*

*Online Presence: ACCCA Website*

*Event Marketing & Online Registration*

*Advertising*

*JobTrac Marketing & Subscription Service*

*Online Publication Sales*

*ACCCA Social Media Outlets*

*Internal/External Communications*

*Written Communications Templates/Guidelines*

*Electronic Communications Templates/Guidelines*

### **7.3 Surveying Members**

*Annual Survey*

*Quick Polls*

### **7.4 Other Publications: Position Papers/White Papers**

### **7.5 Annual Salary Survey**

*Data Gathering Processes/Timeline*

*Report Distribution Guidelines*

### **7.6 Establishing Proprietary Data/Intellectual Property**

## **Chapter 8: Membership Benefits, Services, Recruitment and Data Oversight**

### **8.1 Organizational Chart of Member Services/Benefits and Administration**

### **8.2 Member Records: Creating/Maintenance**

*Establishing a Member Profile*

*Confirming Communications*

- Payroll Deduction Process*
- Annual Dues Process*
- Privacy Policy/Usage of Data*
- 8.3 Processing Dues Payments**
- 8.4 Adding and Dropping Members**
- 8.5 Statistics Reporting**
  - Reports and Distribution Plan*
  - Data Management and Usage [Metrics]*
- 8.6 Recruitment and Outreach**
- 8.7 Role/Responsibility of the Member Recruitment Consultant**
  - Quarterly Outreach Reports*
  - Commissionable Rate Calculation*
  - Off Site Recruitment Guidelines*
- 8.8 Role of the Regional Member Council**
- 8.9 Role of the Campus Contact**
- 8.10 Development of Recruitment Materials/Online Content**
- 8.11 Outreach to Affiliated Groups**
  - Board Presentations*
  - Event Membership Marketing & Presentations*

## **Chapter 9: Advocacy Services Planning and Oversight**

- 9.1 Organizational Chart of Advocacy Services**
- 9.2 Role/Responsibility of the Legislative Advocate**
- 9.3 Staffing the Commission on Finance, Legislation and Advocacy (CFLA)**
- 9.4 Guidelines for Official Positions and Related Communications**
- 9.5 ACCCA PAC Management**
  - Charter/By-Laws*
  - PAC Fund Management*
  - Reporting Requirements/FPPC*
  - Records Management*

## **Chapter 10: Professional Development Planning and Oversight**

- 10.1 Organizational Chart of Professional Development Services & Administration**
- 10.2 Role/Responsibility of the Meeting Planning Consultant**
- 10.3 Staffing the Management Development Commission**
- 10.4 New Program Design and Delivery**
  - Determining Need and Volunteer Recruitment*
  - Developing the data-driven format, structure and content*
  - Establishing the Budget, a Breakeven and a funding source*
  - Site Selection and Food/Beverage Decisions*
  - Creating the Marketing Plan to Promote the Program*
- 10.5 Ongoing Program Management**
- 10.6 General Planning Timeline for Ongoing Programs:**

- Mentor Program*
- Admin 101*
- Admin 201*
- Annual Conference*
- Great Deans Program*
- Annual Budget Workshop*
- Contracted Affiliate Programs*
- 10.7 Selection Criteria and Vetting Program Applicants**
- 10.8 Participant Selection, Notification and Payment Policy**
- 10.9 Program Completion/Certification**
- 10.10 Program Sponsorship/Exhibiting**
- 10.11 Program/Event Planning Guidelines**
  - Establishing Essential Planning Documents:*
    - Quick Reference Sheet (QRS)*
    - Timeline/Responsibility Grid*
  - Site Selection and Contract Negotiation*
    - Contract requirements and deadlines*
    - Payment of deposits and advance amounts*
    - Contracting for event-related professional services*
    - Event insurance*
  - Marketing Template & Online Forms*
  - Establishing Sponsorship or Exhibiting Options*
- 10.12 Event/Program Budget and Registration Process**
  - Budget Template*
  - Post-Event Financial Report Template*
  - Online registration/processing*
  - Cancellation Policy/Refunds*
- 10.13 Annual Recognition (Awards) Program**
- 10.14 Description of ACCCA Award Categories & Selection Criteria:**
  - The Harry Buttimer Distinguished Administrator Award*
  - The Award for Excellence in Community College Administration*
  - The Mertes Award for Excellence in Community College Research*
  - The Award for Progress in Diversity*
  - The Volunteer of the Year Award*
  - The ACCCA Corporate Partner of the Year Award*
  - The ACCCA Award for Uncommon Courage*
- 10.15 Advance Communications and Timeline/Nomination Process**
- 10.16 Establishing the Selection Committee/Selection Process**
- 10.17 Award Notification, Post-Event Communications/Press Releases**
- 10.18 Event/Program Sponsors/Exhibitors**
  - Development of the annual sponsorship menu/price list*
  - Sponsor Communications & Guidelines*
  - Processing Sponsor/exhibitor requests*
- 10.19 Guidelines for Onsite Event Management**
- 10.20 Volunteer involvement**
- 10.21 Speakers, contracted talent and VIPs**

**10.22 Printed Materials and Handouts**

**10.23 Power Point and Other On-Site Media & Technology**

**10.24 On-Site Registration Procedures and Policies**

**10.25 Post-Event Reporting and Record Keeping**

## **Chapter 11: Appendices: Sample Documents, Templates**

### **11.1 Association Management and Operations**

*Constitution*

*By-Laws*

*501(C) 6 Exemption Status Documentation*

*Contracted Services Summary*

*Agreements to Provide Services*

*Long Range Strategic Plan*

*Public Facing Plan*

*Directory of Volunteers, Staff and Contractors*

*Annual Events Calendar*

*Equipment and Furnishings Inventory*

*Storage Inventory*

*Board Chronology*

### **11.2 Membership Documents and Forms**

*Enrollment Form*

*Recruitment Brochure*

*Template for Monthly Member Statistics Report*

*Business Member Roster*

### **11.3 Financial Documents**

*Annual Budget Template*

*Quarterly Report Template*

*Chart of Accounts*

*Audit Findings/Status of Implementation*

### **11.4 Human Resource Documents**

*Employee Guidelines/Handbook*

*Employee Direct Deposit Form*

*Employee Health/Dental Benefit Forms*

*Hourly Employee Time Sheet*

### **11.5 Advocacy Documents**

*ACCCA Political Action Committee By-Laws*

*FPPC Report*

### **11.6 Communications, Marketing and Technology Documents**

*Web Site Structure Map*

*Sample Newsletter*

*Template for Press Release*

### **11.7 Professional Development Program Planning and Marketing Documents**

*Sample Marketing Flyers*

*Template for Quick Reference Sheet (QRS)*

*Timeline/Responsibility Grid*  
*Sponsorship or Exhibiting Options*  
*Award Chronology*