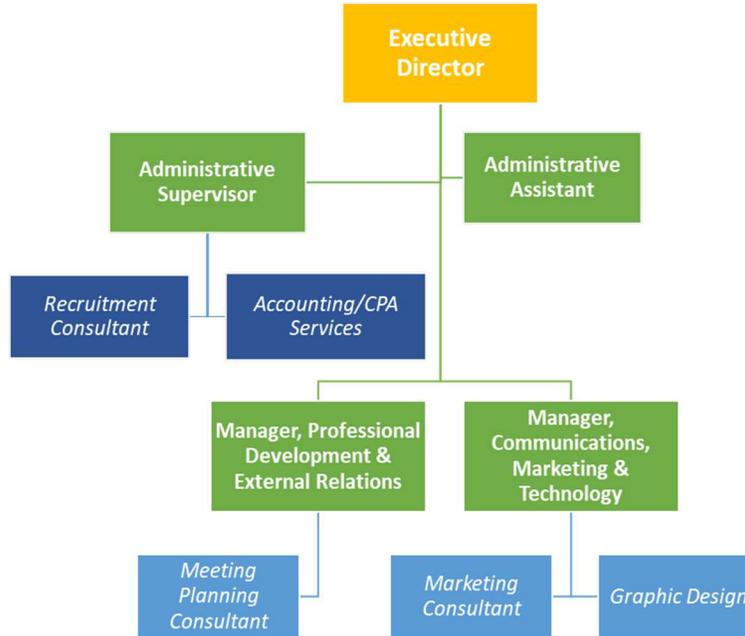


# Chapter 1: Administrative Services Structure

## 1.1 Organizational Chart of the Association’s Administrative Services



## 1.2 Job Descriptions of Key Staff

### 1.2.1 Executive Director

All administrative functions described within the Operations Manual, By-laws and Constitution fall within the scope of responsibility of the Executive Director.

The Executive Director serves as the chief administrative officer of the Association and is responsible to the Board of Directors for the Association’s day-to-day operation. Additionally, the Executive Director oversees and manages the Association’s strategic long range planning process and leverages opportunities for growth and development through strategic outreach and partnership building, grants and other potential fundraising activities.

The Executive Director (hereinafter referred to as “Director”) also serves as Secretary to the Board of Directors, is an ex-officio member of all ACCCA commissions and committees and may attend their meetings as necessary.

#### *Association Administration:*

As the chief administrative officer of the Association, the Executive Director serves as the liaison between the Board, the Association’s Commissions and Committees, the Members and those outside the Association.

The Executive Director is Secretary and the primary administrative resource to the Board of Directors. It is the responsibility of the Executive Director to keep the Board informed on a regular basis.

Working with the Executive Committee, the Executive Director shall facilitate an annual planning retreat of the Board and will oversee its annual Strategic Planning activities. All other meetings of the Board are facilitated, as directed by the Board President, and overseen by the Executive Director including securing venues, development of the agenda and background materials and logistics.

The Director is responsible for the day-to-day operation of the Association, the hiring and supervision of staff and that the ongoing activities, programs, services and benefits for members as designed by the Board are carried out in a timely and effective manner.

The Director shall ensure that the operations of ACCCA adhere to the criteria contained within the annual budget of the Association and the policies contained in the Operating Manual of the Association, and the Director is responsible for financial oversight. It is the responsibility of the Executive Director to report any significant overages in budgeted expense to the Finance Committee as soon as they become apparent.

Any significant deviation in established procedure should be reported by the Director to the Executive Committee as soon as possible following the incident. The Director will work in cooperation with the Board President and the Executive Committee to contain any developments that may be adverse to the organization and develop appropriate responses and solutions as issues arise.

The Director, or their assigned staff, shall work with the Board President and Chairpersons of Commissions to develop meeting agendas, recruit candidates for the Board and commissions, and to coordinate the primary service areas of the Association.

The Director is responsible for the hiring of all paid staff and is responsible for their supervision, regular evaluation, training and, when necessary, their termination. The Executive Director must report all personnel actions to the Executive Committee as they occur.

The Executive Director oversees all contracted professional services provided by consultants and vendors. The Director works with the Executive Committee to provide continuous oversight for the regular review of, and negotiations for the engagement of all contracted services.

Chief responsibility for the fiscal health of the Association falls to the Board of Directors, which is legally responsible as well. Their agent, the Executive Director, has the day-to-day responsibility and authority, over financial management and reporting regularly to the Board either directly or via the Executive and Finance Committees.

Working with staff and the Associations contracted Bookkeeper/Accountant, the Director oversees the day to day AR/AP processes and ensures the regular transfer of financial information to the Accountant and Finance Committee Chair. The Director shall ensure that an annual internal audit of processes and transactions occurs following the close of books on June 30 and that any findings are reported to the Board in a timely manner.

*Marketing and Communication Administration:*

The Executive Director is the pivotal link between ACCCA and the wider community. Establishing and maintaining the Association's brand through all communication vehicles is the responsibility of the Executive Director.

The Executive Director works with staff and consultants as necessary to develop messaging and communicate the vision and mission of the Association. Message development for outreach and recruitment, as well as publicizing the services and programs of the Association are at the heart of this work.

The Executive Director supervises staff to identify appropriate content and information that is conveyed to members and the community through the Association's approved communication vehicles. The Director shall have final approval of all marketing and recruitment materials and will facilitate collaboration between staff and volunteer leaders of Commissions, committees and planning teams to identify content and information for distribution to members.

The Director will oversee the work of staff to facilitate all communications and marketing projects for targeted distribution to ACCCA members, volunteers and affiliates, and will assess all formal requests for representation, partnership or contributions (financial or in-kind) from the college community at-large, the business sector, or state agencies. The Executive Director will explore collaborative opportunities with the Association's affiliates and business partners in the best interest of ACCCA members.

The Director shall work with staff and the Regional Membership Council to facilitate cooperation among the appointed Campus Contacts, ACCCA's numerous affiliate groups and the Chancellor's Office to publish or promote issues and information of interest and concern to ACCCA members.

Through the timely publication of its newsletter; legislative updates; web site; coordinated and targeted email blasts, direct mail, and social media, the Director will ensure that robust communications with its members and the wider community college community are maintained.

*Member Benefits & Services Administration:*

The Director supervises the performance of all annual, quarterly and monthly as well as all day-to-day managerial functions relative to maintaining member benefits, documenting membership transactions, securing data, and historical or financial membership records.

This includes ensuring the timely, accurate processing of all membership transactions and providing accurate reports to the Board regarding current member statistics and recruitment goals and projections.

Working with staff and consultants as necessary, the Director will design and execute an outreach and recruitment plan designed to keep members informed of their benefits, and provide outreach to non-member administrators through a system of Campus Contacts and Regional Member Representatives.

The Director will work with staff and designated members of the Board to regularly review and assess the effectiveness of the benefits offered by ACCCA to its members and shall utilize annual and Quick Polling survey data to determine how to best serve members.

The Executive Director is responsible for the management of the Regional Member Council and works

with their Chair to help coordinate the efforts of the ten regions and their Campus Contacts to ensure regular communications between ACCCA and members/potential member administrators.

*Professional Development Administration:*

Working with staff and consultants as necessary, Director is responsible for ACCCA's professional development program that benefits members and non-member administrators of the California community college system.

Each annual program menu may include technical training programs, leadership development programs, conferences and networking events, as well as workshops, webinars and other professional development opportunities offered by the Association or its contracted affiliates.

The Director will ensure that an annual calendar of events is developed and widely communicated to members, affiliates and others outlining all professional development opportunities throughout the year. Programs facilitated or sponsored by ACCCA are developed based on direct member/participant feedback, a thorough analysis of previous programs, results of the annual survey of members and state and national trends in professional development. The Executive Director ensures the successful integration of volunteers, staff and resources so ACCCA programs reflect the latest content trends, issues and audience preferences and that they are easily accessible and affordable to members.

Working with the Association's contracted meeting planner and staff, the Director will monitor the process of venue/site review and ensure that the Board is provided with options and detailed information for their selection of sites for the annual conference. The Director and their staff will collaborate with appropriate planning teams regarding site selection for other workshops, seminars, retreats and selected meetings including the meetings of contracted affiliate organizations.

The Director will work with the Meeting Planner and staff to ensure thorough contract review prior to signature/acceptance for any venue will and ensure sufficient volunteer and staff coverage for on-site coordination at all events.

In the case of fee-based events, the Director will monitor the development and distribution of all promotional material, monitor the progress of registration, and provide regular reports to the Board and commissions. The Director will work with staff to develop accurate financial reports for each event for the approval of the Finance Committee and the Board's information, and will oversee the development of an accurate post-event report on attendance and profit/loss. The Director shall oversee regular event evaluations and will ensure that a membership recruitment effort is active at all events.

*Advocacy and Related Services:*

Working cooperatively with the Executive Committee, CFLA leadership, and in consultation with the Association's Consultation Council representative and Advocate, the Director is responsible for the communicating the Association's annual legislative platform to members, affiliates and state agencies and for facilitating the work of the CFLA.

The Director is expected to work with the CFLA Leadership to establish a calendar of meetings, and develop effective events and communications related to the Association's advocacy platform. Additionally, the Director shall assist the Advocate in organizing testimony on issues when necessary, appropriate support/oppose letters on behalf of the Association and to issue alerts to members and the field when necessary.

In collaboration with the CFLA leadership and others, as called for the Director shall orchestrate the development and distribution of issue-focused articles; position papers and strategic editorial and opinion pieces to support the Association's position on legislation or policy.

To ensure continuity of the Association's political action committee, ACCCA-PAC, the Executive Director shall serve as the PAC's Treasurer. As such, they are responsible for all financial transactions, reporting requirements and regular reports to the PAC Chair on the fiscal status of the PAC at each bi-annual meeting.

The Director shall regularly review on-going fundraising efforts and orchestrate PAC communications to contributors and potential contributors and initiate information campaigns as deemed necessary by the PAC Board.

### *1.2.2 Administrative Supervisor*

Under the supervision of the Executive Director, the Administrative Supervisor will perform a variety of administrative and office management duties including membership processing and day to day accounts receivable/accounts payable (AR/AP) functions within a framework of established procedures.

The Administrative Supervisor will perform, or oversee the work of others, in general administrative and office management tasks which typically include, but are not limited to customer and member relations by phone and office reception; mail processing, shipping and receiving, AR/AP data entry and filing; as well as specifically clerical functions such as duplication and document production; maintaining equipment and inventory records; and ordering supplies in accordance with budget guidelines.

General areas of responsibility include:

#### *Supervision of Staff:*

The Administrative Supervisor is primarily responsible for training and supervising administrative support staff in their assigned duties. This includes coordinating work schedules and ensuring that the office is adequately staffed throughout all designated hours of operation. The Administrative Supervisor shall evaluate all clerical support staff on at least an annual basis, manage hours of employment and submit timesheets on a weekly basis to the Executive Director for review. The Supervisor shall make recommendations to the Executive Director for merit and disciplinary actions with regard to clerical and support staff performance.

#### *Filing/Record Maintenance:*

The Administrative Supervisor is responsible for maintaining all AR/AP hard files and electronic records via Quickbooks and other software applications; maintenance and archiving current subject files; maintaining and updating the organization's filing system for materials related to each division and preparing and storing files each annual internal controls audit.

#### *Member Records Maintenance:*

Working with the Association's contracted recruiter the Administrative Supervisor will process, or supervise the processing of, all new memberships and suspensions of memberships as they occur. Duties include setting up new member profiles within the existing database structure and securing a signed enrollment form which may include initiating voluntary dues deduction for that member's district

payroll office or establishing an annual payment account. It also includes supervising the distribution of membership cards and appropriate confirming information to the member, as well as continuing updates and documentation of the membership record.

*AR/AP Processing:*

Working with the Association's contracted bookkeeper, the Administrative Supervisor will process, or supervise the processing of all incoming payments. This includes checks (via daily direct deposit reports) and electronic/online payments via point of sale portals, as well as cash taken at any off-site event.

Processing includes documentation of all uncollected payments and reporting all outstanding payments on a monthly basis. The Supervisor will process all Accounts Payable invoices according to procedure on a weekly basis and supervise the distribution/ mailing of payments in a timely fashion and is responsible for ensuring that appropriate back up for each transaction is maintained.

*Production:*

Upon request, the Administrative Supervisor may produce, or oversee the production of documents, and all outgoing mail or bulk mailings and distribution of published reports, including the duplication of materials for meetings/events.

*Maintain Facility:*

The Administrative Supervisor will work with building manager to ensure that the facility is well maintained; oversee the inventory list of equipment and reconcile with the annual depreciation schedule. They will collaborate with staff and inform the ED about needed equipment, supplies or services as necessary ensuring that budgets for these materials are not exceeded.

*Assistant to Executive Director:*

As the direct operational assistant to the Executive Director, the Administrative Supervisor must be knowledgeable of the Constitution, By Laws and Operating Procedures of the Association; possess a full understanding and knowledge of the Association's master Calendar of Events; the organizational structure of the Association and related key staff and volunteers, as well as its affiliated organizations and state agencies.

### *1.2.3 Manager, Professional Development and External Relations*

Under the supervision of the Executive Director, and in collaboration with the Management Development Commission (MDC) and contracted Meeting Planning Consultant, the Manager of Professional Development and External Relations serves as the Association's primary planner and facilitator of meetings and events for ACCCA and its designated groups, and as manager of the Association's professional development programs.

The Manager reports directly to the Executive Director and assists them in overseeing the services of the contracted meeting planning consultant and they work in cooperation with the Manager of Marketing, Communications & Technology to carry out their duties as they relate to ACCCA events and training programs. They serve as the Association's liaison to the Management Development Commission (MDC), and assists the group in accomplishing its purpose as outlined in the Association's by-laws.

The Manager will work with the Executive Director and the MDC leadership via designated event planning teams to lead the development and oversight of all training programs, conferences, workshops,

receptions and other professional development and networking opportunities offered by the Association and its contracted affiliates, including those provided electronically.

General areas of responsibility include:

*Program Development:*

The Manager will work with the Executive Director and MDC to establish an annual calendar of events featuring professional development and networking opportunities for members. All training program content should be informed by an analysis of previous programs, results of the annual survey of members and state and national trends in professional development.

In collaboration with the Executive Director the Manager will establish a budget for each event and provide budget updates at regular intervals. The Manager will provide reports as requested by the ED and prepare a final post-event report on financials and statistics at the conclusion of the event and will work with the Administrative Supervisor to ensure all event-related transactions are accurate and appropriately documented.

*Program Facilitation:*

The Manager will work with the Association's contracted meeting planner and Executive Director to review potential venues and assist in the development of recommendations for contracting sites for events and professional training programs, and with the Manager for Marketing, Communications & Technology will develop and execute a marketing plan for each event, including sponsor and exhibitor outreach where applicable. This includes working with staff to facilitate a smooth online registration, confirmation and on-site registration process for program participants and vendors.

The Manager shall provide, or will oversee, all on-site facilitation and management of events from event set up to tear down, and including working with the contracted Meeting Planner and vendors, as well as venue representatives and staff to ensure the event is run smoothly.

The Manager shall prepare regular reports to the Executive Director, MDC and Board on registration and fundraising status throughout the planning process, and provide a post-event wrap up report to the Executive Director including budget outcomes.

This position requires regular travel by the Manager for planning and facilitation of events sponsored by the Association and its contracted affiliate organizations (ACBO).

The Manager will assist the Executive Director and the contracted recruitment in ensuring that members, campus contacts and Regional Council representatives are provided with timely information about professional development and training events to encourage related recruitment activities. The Manager will work in collaboration with staff to establish recruitment and retention strategies as a regular part of each program, and establish a template for the engagement of new members and the enlistment of volunteers at all ACCCA events.

#### *1.2.4 Manager, Marketing, Communications and Technology*

The Manager of Marketing, Communications and Technology reports directly to the Executive Director of the Association and works with them to inform members, affiliates of ACCCA and the public about

issues impacting community college administrators and management in general, and to maintain the brand of the Association through an established communications plan using effective message development, electronic and social media, and compelling printed materials.

General areas of responsibility include:

*Message Development and Editorial Management:*

The Manager of Marketing, Communications and Technology is responsible for the annual development of an editorial calendar to highlight issues important to members and administrators and provide regular updates on legislation and advocacy, events and member and affiliate news items.

The will work in collaboration with the Marketing & Communications Team to develop and communicate all outgoing messaging in alignment with the Association's brand and mission and will ensure that messaging is consistent to designated audiences including: the public in general, ACCCA members, and potential members, sponsors and business members, volunteers and internal stakeholders, and affiliated organizations as well as state agencies and other external stakeholders of ACCCA.

In the course of content development, the Manager may collaborate with these divergent audiences to solicit submissions, create content or bank information for publication and distribution in a timely manner through ACCCA's established communication vehicles. The Manager will serve as editor of all communication vehicles including the Association's newsletter and weekly legislative updates and will provide oversight for the design, production and distribution of all electronic and printed communications.

*Maintain the Communication Plan and Structure:*

The Manager is responsible for keeping ACCCA's distribution structure as current as possible and will inform the ED regarding necessary improvements software and hardware; data collection capacity and adjustments to an existing communications plan.

*Web Site Management*

The Manager shall provide continuous review and oversight of the ACCCA website and the websites of any contracted affiliate group (ACBO) according to established guidelines. The Manager will provide advice and counsel to the Executive Director regarding overall marketing, membership recruitment, services and benefits, and will maintain and keep content on the site current through daily updates as needed, and frequent assessment of each area of the site for upgrades and improvements.

The Manager shall create and manage all online forms and reports for event registration, proposal submissions, award nominations, the annual Board election and any other member-response functions of the site. They will provide all necessary statistical reports to the Executive Director and offer recommendations to improve the effectiveness of the Association's website and the websites of any contracted affiliates.

*Communication Management:*

Working with the Marketing and Communication's team, the Manager will advise the Executive Director and provide leadership to ensure an integrated communications planning process including the strategic integration of web based content, printed materials, email distribution and member contact, social media and all event-specific communications and marketing.

The Manager will collaborate with the Executive Director to set annual communications goals that are aligned with the Association's annual budget and reflect the Association's brand and mission.

*Event Marketing & Membership Recruitment:*

The Manager will work with the Manager for Professional Development and External Relations to develop and manage the marketing and outreach for all events of the Association, and will collaborate with the ED to coordinate all member recruitment activities.

These efforts will require collaboration with designated staff and volunteers to execute all aspects of event marketing plan and branding all recruitment activities and outreach using online and printed communications and materials.

*Print and Web-Based Advertising:*

The Manager will regularly promote advertising to ACCCA's business members and other sponsors to generate advertising revenues, and will oversee the management of ACCCA's JobTrac job posting subscription service to campuses and recruitment organizations. This includes the regular solicitation of submissions from the members at large, PIOs, State agencies, business members and affiliate organizations. The Manager will also collaborate with the Administrative Supervisor to ensure all such transactions are appropriately invoiced and payment is received.

*Salary Survey & Other Reports:*

The Manager shall facilitate an annual administrator's compensation survey of all college district human resource representatives. This annual activity includes survey design updates, related solicitations and promotional communications, formatting the final survey results for distribution and storage of historical data.

The Manager will collaborate as directed by the ED to develop, produce and distribute information on other administrative topics to be made available to members via publications issued by ACCCA, and will maintain an archive of reports for historical purposes.

### *1.2.5 Administrative Assistant*

Under the direction of the Administrative Supervisor, the Administrative Assistant (AA) will perform a variety of clerical office duties within a framework of established procedures.

The Administrative Assistant performs general clerical support duties that will typically include, but are not limited to the following: data entry, filing and duplication of documents, answering telephones and office reception, errands and preparing shipping packages and mailing materials in support of, and as directed their direct supervisor or other managerial staff.

General areas of responsibilities include:

*Customer Services and Office Reception:*

The Administrative Assistant is often the first person others will encounter when they engage with ACCCA and they are primarily responsible for interacting with the public, members and volunteers in a positive and helpful manner through office reception and phone reception. The AA is responsible for

answering a 4-line phone system and performing all related duties including customer engagement to provide basic information about the Association, taking messages or referring callers to others as appropriate. The AA is expected to provide limited assistance to Association members, commission and Board members, volunteers, affiliates and the public including explaining schedules, clarifying event dates and then will refer the caller/visitor to the appropriate staff person or will take messages as necessary. Secondly, the AA will process daily incoming mail as instructed by the Administrative Supervisor.

*Filing/Record Maintenance:*

Under supervision of the Administrative Supervisor, the AA will maintain member and subject files, rosters and staff calendars; will process incoming requests for information and reservations; will update and maintain operational and informational records, file materials and post/update information, both written and electronic, as directed.

*Data entry/Production:*

As directed the AA will complete data entry tasks using a variety of software platforms including Excel, Word and Quickbooks in support of the Association's daily member and fiscal processes. The AA will also produce and duplicate documents from drafted material or verbal instructions and assemble a variety of correspondence, forms, reports, bulletins and other materials in a timely manner and according to established priority.

*General Office Duties:*

Copy and distribute materials as assigned and process both incoming and outgoing mail and packages. The Administrative Assistant may be asked to help prepare for meetings and local events, run errands, or assist with organization of supplies and materials. The AA should be proficient in Word and Excel programs, and have workable knowledge of database functions, Quickbooks accounting software and power point presentation applications.

Following a 90-day probationary period, the AA should possess a full understanding and knowledge of the Association's membership criteria and related processes, the current Calendar of Events and registration deadlines; the roles and responsibilities of all staff and key Association leaders, and the internal structure of the organization including functions of the Board, commissions and committees as well as the Association's affiliate organizations.

### 1.2.6 *Consultants and Contracted Services*

**ACCCA Policy for Contracted and Outsourced Services:** It is the policy of the Association that any function requiring specialized expertise and/or a level of service beyond that which can be found within the Association's paid staff or volunteers may be acquired through contracted services. The Board authorizes the Executive Director, under the oversight of the Executive Committee, to engage in negotiation and contract for such services as deemed necessary by the Executive Director.

When necessary, specialized services and expertise that falls outside the scope of paid staff may be required. The Executive Director has the authority to execute contracts on behalf of the Association and under the oversight of the Executive Committee. The Executive Director shall distribute a Request for Proposal (RFP) for all contracted services in excess of \$15,000 unless otherwise agreed to by the Executive Committee. *(A current summary of all active contracts can be found in the Appendices Section of this Manual.)*

The Executive Director shall negotiate and oversee the conduct of all contracts, MOU's and agreements between the Association and individuals or entities. A status report on all active and proposed agreements for specialized services are provided to the Board for their information on an annual basis.

*Engagement Process:* Once the need for a specific service is identified by the Executive Director in collaboration with the Executive Committee, the ED shall research available options to provide that service and determine the best option for the Association that falls within budgetary and operational constraints.

Per the by-laws (Article VI, Section 3) *“Any contract entered into in the name of, and on behalf of, the Association of California Community College Administrators (ACCCA) must be authorized and approved by the Executive Director. The Executive Committee shall be kept apprised of the initiation of any contract on behalf of ACCCA.”*

If the expertise required or service needed is of a long-term nature, a multi-year agreement featuring predictable or reduced cost to the association is preferable. The Executive Director or her designee shall negotiate best terms and advise the board on the current status of all service agreements and consulting contracts on a regular basis.

**Contractors are not employees of the Association.** Inherent in all executed agreements for service is the stipulation that both ACCCA and the contractor are subject to mediation to settle any unresolved contractual commitments. Both parties will be held harmless in the event of an unintended loss and both parties may opt out of the existing agreement with 30 days advance notice.

Currently, the following areas of service have been deemed by the Board to require expertise beyond that which paid staff can provide:

- *Legislative Consulting & Advocacy Services:*  
ACCCA requires expertise in the area of legislative consulting, bill monitoring and direct advocacy services. The contract for this service shall be managed by the Executive Director and its agent will participate in monthly CFLA meetings and will report directly to the Board at scheduled meetings. Contracted legislative consulting and advocacy services shall include direct communications to members on a regular basis.
- *Meeting Planning Services:*  
ACCCA requires expertise and operational support in the area of venue and site research and contracting and on site meeting management. The contracted consultant shall also assist in the planning of specific event logistics as directed by ACCCA's Executive Director or their designee, and may provide on-site event management services as directed.
- *Graphic Design Services:*  
ACCCA requires expertise and operational support to provide graphic design services for designated print and online publications. The contractor shall collaborate with designated ACCCA staff and develop design concepts, layout and graphic services according to a mutually agreed publication schedule and specified rate per page of design. Original artwork developed for the publication becomes the property of ACCCA upon delivery.

- *Accounting/Bookkeeping Services:*  
ACCCA requires expertise and operational support for bookkeeping services and accounting services. The designated consultant works directly with the Executive Director or designated staff on a monthly, quarterly and annual basis to perform bank reconciliations; cash reports and financial statements, payroll tax, W-2; 1099 and annual 990 filings from information provided by ACCCA.
- *Internal Controls Review Services:*  
ACCCA requires expertise to provide an annual review of internal controls. Any findings that result from these reviews are provided to the Board along with a staff response. Audited findings are used to improve the Association’s policies and processes related to financial management
- *Membership Outreach and Recruitment Consultant:*  
ACCCA requires expertise to provide outreach and direct recruitment services to acquire new members to the Association. The consultant will provide quarterly reporting on outreach activities and results and will be compensated with a monthly stipend and a commissionable rate for secured memberships to be paid on a quarterly basis.

**Other Outsourced Services:** On an as-needed basis, the Executive Director may engage expertise for other short-term services that may be warranted, but does not rise to the level of a retained or ongoing service. These include:

- *Computer/Network Maintenance*—Preventative and as needed services to maintain and upgrade office equipment is retained each year. Staff shall research the most competitive rates and reliable services to maintain office equipment.
- *Temporary Clerical Services*—At times of high production, temporary clerical services may be required to maintain the flow of work among office staff, particularly when a position is unfilled. Temp services may be used for this purpose.

## 1.3 Functional Divisions of the Association

### 1.3.1 The ACCCA Board of Directors

The ACCCA Board of Directors shall broadly represent the voting membership of the Association of California Community College Administrators (ACCCA).

The composition of the Board shall be according to criteria stipulated in the by-laws of the Association. Current language stipulates that the Board shall be comprised of “*at least 16 elected positions and such other appointed and ex-officio positions as determined necessary by the Board.*” An attempt shall be made to achieve 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);

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.

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 are 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. These positions include:

- *Executive Director.* An executive or administrative officer shall be employed by the Board to oversee all operational activities and supervise all other staff. 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.
- *Commission and Standing Committee Chairs.* 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.

### 1.3.2 ACCCA Commissions, Standing Committees and Sub-Groups

#### *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 the 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). *A current roster of the CFLA can be found in the Appendix Section of this Manual.*

#### *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, information and training, the Board has established the Management Development Commission (MDC) as a primary resource of the Association. *A current roster of the MDC is included in the Appendix Section of this Manual.*

#### *Executive Committee of the ACCCA Board of Directors*

The Executive Committee of the Board of Directors 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 meeting of the Board, and to act on behalf of the Board on issues that require immediate attention.

#### *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 all expenditures are aligned with a board approved budget and that the Association’s stated purpose continues to be 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 (BDC)*

To ensure the development of a high performing board of directors and create a pathway to leadership within the Association, the ACCCA Board formed the Board Development Committee (BDC) in 2017 as a standing committee of the Board.

The Association holds an election in May each year to facilitate the transition of leadership within the organization. ACCCA Board members are elected from the membership to serve three year staggered terms. The Board is a 16-member board, and other seats may be created as necessary. A continuous recruitment campaign is necessary to ensure sufficient talent and to create a transition of strong leadership of the Association.

Additionally, this talent should reach out to also lead the key commissions and committees of the Association. Talent from within those commissions and committees can also be cultivated to move into board positions in the future.

In addition to facilitating the annual election the Board Development Committee will also provide development in specific areas of organizational leadership and encourage the involvement of ACCCA members as volunteers and active participants on the commissions, committees and project teams of the Association.

#### *Policies and Procedures Review Committee (PPC)*

In order that the Association may operate effectively, maintain its non-profit status and follow procedures in an ethical, legal and fiscally sound manner, it is the policy of the Board that a compilation of Board policies and procedures and a rolling Operational Master 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 (RMC)*

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 key entity to ensure this communication is the Regional Membership Council.

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 subcommittee of the Association and Council members (Regional Reps) meet on an at least quarterly basis, along with designated staff 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.

- *Responsibilities and Eligibility:* The primary role of the Regional Rep is to represent the Association to administrative colleagues at the campus level or in a multi-campus district office. All ACCCA Regional Membership Representatives must be members of ACCCA and should come from among those who are committed to professionalism, and are interested in making a contribution to their profession and colleagues, as well as those who want to become more involved and active at the state level on behalf of the management perspective.
- *Appointment:* Regional Membership Council Representatives either volunteer or are recruited by ACCCA staff or a designated volunteer and are appointed by the Executive Director. Their service in the role of a Regional Rep is ongoing. Any Rep who chooses to discontinue service as a Regional Rep is encouraged to either engage the services of a replacement volunteer or make recommendations to ACCCA staff for a candidate from within their region.
- *Campus Contacts:* Individuals designated as “contact” for their campus or district office are recruited by ACCCA staff or their region’s Council Rep for service as a point of information at the campus. They must be an ACCCA member, and are appointed by the Executive Director.

#### *Political Action Committee (ACCCA PAC)*

Political action committees (PACs) for not-for-profit organizations were authorized by the Federal Election Campaign Act of 1971, later amended. 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; thus a separate bank account is maintained.
- 501 c (3) organizations are not allowed to form PACs but 501 c 6 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.