

ACHE

ASSOCIATION FOR CONTINUING HIGHER EDUCATION, INC.

GUIDE FOR
OFFICERS, BOARD MEMBERS,
COMMITTEE CHAIRS, NETWORK LEADERS,
AND EDITORS

November 2007



Dear ACHE Leader:

Thank you for agreeing to accept a leadership role in ACHE. Your willingness to serve as an officer, board member, committee chair, network leader or editor is critical to the continued success of the Association.

This booklet is an attempt to provide each person accepting a leadership role some sense of past practices, a schedule of when things are normally done and information on the activities and responsibilities of the various components of the Association.

This guide is not intended in any way to limit the creative energy each person brings to their responsibilities, nor does it assume that it will ever be a completed document. It will be the responsibility of each president to have the booklet updated as activities and timelines change.

The members of ACHE truly appreciate your commitment, leadership, and contributions to the Association.

Sincerely,

Michele Shinn
Executive Vice President

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Responsibilities of President

The President's three most important responsibilities are to:

1. Ensure an Annual Conference and Meeting of the highest quality.

The Board provides on-going strategic direction, but the President must sustain the activities and services that move the Association in that direction. Additionally, the Annual Conference and Meeting is the Association's signature activity and its success is the President's responsibility. The selection of Chairs of the Program and Local Arrangements Committees is critical to the meeting's success and are the President's most important appointments. These appointees must work as a team to plan and deliver a cost-effective Annual Conference and Meeting of the highest quality possible. This close relationship must continue from the identification of the theme through the final fiscal closeout from the host institution.

2. Maintain the Association's strategic momentum.

The President is responsible for leading the Board in accordance with the principles of policy governance, adopted by the Board in 1998 and implemented in May 1999. These principles direct that the Board spend its time on strategic issues, and the Executive Committee and Home Office act in a collective "staff" role. The President is, therefore, part of the strategic decision-making body (the Board) and the implementation team (the Executive Committee). The President must maintain a balance between these roles and act accordingly.

3. Maintain, consult and communicate with the Home Office on ACHE operations.

The Home Office is a critical link between the President and the membership for providing exemplary customer service and communicating accurate and essential information to its members.

Target Date

Task

October/

November

Assume office at closing banquet of Annual Conference and Meeting.

Preside over Board of Directors meeting immediately following the Annual Conference and Meeting.

- Provide board members with committee and network liaison assignments, committee membership lists, and other pertinent information.
- Announce dates and location for midyear board meeting.
- If possible, announce dates for Executive Committee conference call meetings

October –

December

Correct and finalize committee lists, as needed. Appoint any new committee members based on interest generated at Annual Conference and Meeting.

October – October (throughout year)	Inform institutional presidents, vice presidents, etc., of incoming officers or board members from their institutions, as both a way of acknowledging the staff members’ participation and thanking the campus leadership for supporting the Association.
	Serve as chief officer of Executive Committee.
	Preside over and bring agenda items to regularly scheduled conference call meetings of committee. (Schedule call dates with home office.)
	Prepare and respond to correspondence on behalf of ACHE.
	Provide official signatures, etc. on various ACHE documents (as needed). Authorize changes in procedures in accordance with Constitution and Bylaws.
	Welcome new professional and institutional members via letter and/or phone call.
February – April	Attend regional meetings. <ul style="list-style-type: none"> • Give presentations on “state of ACHE”; recruit new members; provide more formal presentation if region requests. • Recognize outgoing regional chairs; welcome incoming chairs. • Send thank-you letters to local arrangements chairs after each meeting.
	Establish agenda for midyear board meeting.
	Invite Regional Chairs and Officers to attend the midyear board meeting.
April	Represent ACHE at UCEA and other sister organization’s annual meeting, if possible.
	Send welcome letters to new regional chairs.
May	Preside at midyear board meeting.
May – October	Provide support/information/consultation to President-Elect regarding committee appointments and preparation for Annual Conference and Meeting.
June	Represent ACHE at CAUCE’s (Canadian Association) annual meeting, if possible.
June - October	Make necessary preparations for Annual Conference and Meeting.

October/
November

- Work with Home Office to develop agenda for board meeting and business meeting(s).
- Prepare opening and introductory remarks for appropriate Annual Conference and Meeting sessions.

Preside over Annual Conference and Meeting.

- Preside over board meeting prior to Annual Conference and Meeting.
- Presides over Annual Conference and Meeting, including business meetings, luncheon, closing banquet.
- Host past president's luncheon and bring them up to date on Association business.
- Introduce incoming president and "pass the gavel" at closing banquet.

Responsibilities of President-Elect

<u>Target Date</u>	<u>Task</u>
October/ November (start of year)	<p>Assume office at the close of Annual Conference and Meeting.</p> <p>Attend Board of Directors meeting immediately following the Annual Conference and Meeting.</p>
January	<p>Determine program theme for presidential year.</p> <p>Appoint program chair to lead the program committee during upcoming year.</p> <p>Draft mission statement for presidential year of the Annual Conference and Meeting theme and give to program chair.</p>
October – October (throughout year)	<p>Serve on Executive Committee. Attend regularly scheduled conference call meetings and midyear board meeting.</p> <p>Provide support/information/consultation to Vice President and President.</p> <p>Draft President-Elect’s mission speech for presentation at next annual conference and meeting.</p>
May	Attend midyear board meeting.
May – September	<p>Contact current committee members to determine interest in continuing service on committee.</p> <p>Recruit/confirm committee chairs for presidential year.</p> <ul style="list-style-type: none"> • “Officially” appoint by letter; send letter, charge to committee chairs, and committee guidelines to new chairs. Send committee membership list when determined. • Appoint committee members; send “official” appointment letters with copies to committee chair, board liaison (if known), and Executive Vice President. Include committee guidelines. • Compile committee membership lists as soon as possible and send to all committee members’ chairs, board liaisons, and Executive Vice President. <p>Send welcome letters to new regional chairs (who will serve during half of President-Elect’s presidential year).</p>

September -
October

Compile committee/board liaison list to be distributed at final board meeting at upcoming annual conference and meeting.

Prepare final draft of President-Elect's speech in written form for inclusion in Proceedings.

October/
November

Attend annual conference and meeting.

- Deliver speech (historically at Monday luncheon), which sets forth theme of next year's annual conference and meeting.
- Accept gavel at closing banquet.
- Take over as new president, presenting gift to outgoing president and adjourning annual conference and meeting.
- Prepare agenda and preside over closing board meeting.
- Sit at head table during designated meeting sessions/functions.

Responsibilities of Vice President

<u>Target Date</u>	<u>Task</u>
October/ November (start of year)	Assume office at the close of annual conference and meeting. Attend Board of Directors meeting immediately following the annual conference and meeting.
October – October (throughout year)	Serve on Executive Committee. Attend regularly scheduled conference call meetings. Serve as chair of Council of Regional Chairs. <ul style="list-style-type: none">• Communicate regularly with regional chairs; determine issues which should be brought before the Board. Lead ACHE's strategic planning process. <ul style="list-style-type: none">• monitor strategic plan goals and present semi-annual progress reports to the Board.
May	Attend midyear board meeting.
May - October	Schedule and prepare agenda for Leadership Institute.
October/ November	Attend annual conference and meeting. <ul style="list-style-type: none">• Attend board meetings immediately before and after the annual conference and meeting.• Sit at head table during designated meeting sessions/functions.• Moderate Leadership Institute.

Responsibilities of Immediate Past President

<u>Target Date</u>	<u>Task</u>
October – November (start of year)	Assume office at the close of annual conference and meeting. Attend Board of Directors meeting immediately following the annual conference and meeting.
October – October (throughout year)	Serve on Executive Committee. Attend regularly scheduled conference call meetings. Chair the Nominations and Elections Committee. Chair the Council of Past Presidents.
May	Attend midyear board meeting.
October - November	Attend annual conference and meeting. <ul style="list-style-type: none">• Attend board meeting immediately preceding annual conference and meeting.• Sit at head table during designated meeting sessions/functions.

Responsibilities of Board Members

<u>Target Date</u>	<u>Task</u>
October/ November (start of year)	<p>If newly elected, assume office at the close of annual conference and meeting. (Others simply continue term service.)</p> <p>Attend Board of Directors meeting immediately following the annual conference and meeting.</p>
October – October	<p>Serve as board liaison, as assigned by President, to one or more association committees or networks.</p> <ul style="list-style-type: none">• Communicate questions, responses, concerns, changes in mission or charge, etc. to Board and committee.• Ensure that the committee's annual report is produced in time for inclusion in annual conference and meeting Board material.• As called upon by the President and/or Executive Committee and/or the membership, act for and on behalf of the Association between annual conference and meetings.
May	<p>Attend midyear board meeting. [Note: ACHE reimburses travel-related and lodging expenses for midyear board meetings.]</p>
October/ November	<p>Attend annual conference and meeting.</p> <ul style="list-style-type: none">• Attend board meetings immediately before and after the annual conference and meeting.• Sit at head table during designated meeting sessions/functions.

Charge to Committee Chairs

Your willingness to serve as chair of an ACHE committee is greatly appreciated. It is an indication of the trust your ACHE colleagues have in your ability to provide the leadership and initiative necessary to perform the assignment of your committee.

One of your first assignments will be to establish communication channels with the other members of your committee. In addition to any specific direction given to the committee by the President or Board of Directors, your committee will need to develop the plan of action necessary to successfully accomplish its function.

A member of the Board of Directors will be designated as liaison to your committee to provide communication to and from the Board. It is important that this individual be kept fully informed of the plans and work of the committee. You should channel recommendations, suggestions, and other matters through this individual.

The budget of the Association provides limited funds for committee work. The expenditures of these funds are at the discretion of the President and/or the Board. If funds are necessary to the work of your committee, you should request this of the President. This request should be in writing and indicate the background, purpose, amount requested and your plans for expenditure. A copy of this request should go to the Executive Vice-President.

As committee chair you will receive the guidelines for your committee. If you or any member of the committee is unable to serve during the year, it is important that this be conveyed to the President so that another person can be appointed.

A written report of the committee's activities and recommendations are to be made available in sufficient quantity for distribution (50 copies) at the annual business meeting of the Association which concludes your year of service as chair.

Please know that all meetings of the Board of Directors are open to committee chairs as well as the general membership. Your attendance at these meetings is always welcome.

Responsibilities of Committee Chair

NOTE: Committee chairs begin serving their appointed terms at the close of the annual conference and meeting when the appointing president receives the gavel.

In addition to the general guidelines set forth in the “Charge to Committee Chairs,” the following calendar-specific guidelines may be helpful:

<u>Target Date</u>	<u>Task</u>
October/ October (throughout year)	Chair work of committee, according to committee-specific guidelines. (Committee work is generally done by fax, mail, phone or internet, since funds for committee work are rather limited. Thus, committees are encouraged to meet sometime during the course of the annual conference and meeting.)
January	Submit committee-related proposal to program committee for possible presentation at next year’s annual conference and meeting (optional).
April	Submit report of committee work to board liaison for report at midyear board meeting.
June	If committee will meet at annual conference and meeting, submit room request to local arrangements chair.
September – November	Send year-end report to board liaison. Send letters to committee members with reminder of meeting time and agenda for committee session at annual conference and meeting. Prepare annual committee report for distribution at general business session of annual conference and meeting (bring 50 copies).
October/ November	Attend annual conference and meeting. <ul style="list-style-type: none">• Chair committee session, if scheduled to meet.• Attend, moderate, etc. committee-specific concurrent session, if scheduled.

Awards

COMMITTEE TYPE: Constitutional
CREATED BY: Constitutional Amendment DATE: October, 1992
REVIEWED BY BOARD: October, 2005 NEXT REVIEW: 2010

Purpose:

To recommend to the Board of Directors recipients for Association awards, and to recommend policies on awards, monitor procedures for committee awards, and recommend or establishment of new awards.

The Crystal Marketing Award is coordinated by the Marketing Committee.

Goals:

1. Seek out and receive nominations for awards.
2. Coordinate the awards nomination process.
3. Recommend award recipients.
4. Review awards criteria and processes annually and make recommendations for any changes.

Activities: (required by charge to committee)

Activities, which include long-range and annual, are to be established annually by the committee, subject to president's approval.

NOTE: Committees may not commit or spend any association funds without provision in the ACHE operating budget or formal approval by the President.

Target Date

Activity

October/ November	Attend annual conference and meeting
October	Announce Call for ACHE Awards Nominations in <i>Five Minutes</i> . The Crystal Marketing Award information also is announced but is coordinated by the Marketing Committee.
December	Inform chairs of ACHE Networks that the procedures and criteria for committee awards must be coordinated through the ACHE Board of Directors.
January	Send letter to members of Awards Committee notifying them of procedures, criteria and timeline.

October – February	Confirm receipt of each ACHE Award Nomination Form.
March	<p>Deadline for return of ACHE Awards Nomination Form - March 1st</p> <p>Confirm award nomination material has been received by members of Awards Committee.</p> <p>Chair confirms that recommended association award recipients are ACHE members in good standing.</p>
May	<p>Members of the Board of Directors review and take action on recommended recipients for ACHE Association Awards.</p> <p>The President will send notification to the recipients following the midyear Board meeting. Request photo and copy for awards booklet to be sent to the Home Office by July 1st.</p>
August	<p>Home Office coordinates printing of approximately 150 award booklets. Chair confirms attendance of award recipients at annual conference and meeting and forwards information to the Home Office.</p> <p>The Home Office orders the award plaques and certificates.</p>
September	<p>Prepare for annual conference and meeting.</p> <ul style="list-style-type: none"> • Submit year-end report to board liaison for distribution to board members prior to annual conference and meeting. • Send letters to committee members of meeting time and agenda for committee session at annual conference and meeting. • Prepare annual committee report for distribution at general business session (bring 50 copies).
October/ November	<p>Attend Annual Conference and Meeting.</p> <ul style="list-style-type: none"> • Coordinate the presentation of all awards and verify the attendance of award recipients. • Home Office distributes award booklets at the annual conference.

Budget and Finance

COMMITTEE TYPE: Constitutional
CREATED BY: Constitution DATE: Unknown
REVIEWED BY BOARD: October, 2005 NEXT REVIEW: 2010

Purpose:

1. To review income and expenditures of the Association.
2. To recommend an annual budget to the membership.
3. To recommend sound fiscal policies to the Association

NOTE: Committees may not commit or spend any association funds without provision in the ACHE operating budget or formal approval by the President.

<u>Target Date</u>	<u>Activity</u>
October/ November	Attend annual conference and meeting.
October – October	Monitor budget income and expenditures and investments with the Executive Vice President; act/consult on any special requests from the Board.
May	Review annual audit report; provide any information requested by Board for midyear meeting.
August – September	In conjunction with committee and Executive Vice President, prepare budget; project 1-3 year plans for annual budget to assist in strategic planning.
October/ November	Attend annual conference and meeting. <ul style="list-style-type: none">• Present annual budget to the Board for endorsement.• Present annual budget to the members for approval.• Home Office prepares 50 copies of budget for distribution during business session.

Committee on Inclusiveness

COMMITTEE TYPE: Standing
CREATED BY: Board Action
REVIEWED BY BOARD: May, 2005

DATE: May, 2005
NEXT REVIEW: 2008

Purpose:

The Committee on Inclusiveness will work to create an organizational culture within ACHE that embraces all individuals and institutional types. Inclusiveness of individuals requires an organizational culture that supports and enhances professional development and leadership opportunities regardless of race, age, ethnicity, creed, disability, gender, or sexual orientation. Diverse institutional types include but are not limited to two-year and community colleges, technical colleges, colleges outside the United States, HBCUs, tribal colleges, and Hispanic-serving institutions. The Committee will provide guidance to the Board in support of strategic planning.

Internally the Committee will work with Membership, Program, Research and Publications and Communications Committees in addition Regional officers and the Minority affairs, International, and Two-Year and Community College Networks.

Goals:

- Embed inclusiveness across ACHE's organizational structure (committees, networks, Board representation, annual conference and meeting locations, and membership), and
- Develop a set of activities to accomplish the strategic plan objectives.

Activities: (required by charge to committee)

- Proactively encourage membership and leadership at the regional level.
- The Committee should include the convener of the Minority Affairs Network.
- Identify and monitor indicators related to inclusiveness across the Association.
- Recommend target diversity goals for the Association.
- Conduct an annual assessment of activities related to inclusiveness in ACHE.
- Develop opportunities for mentorship.
- Review constitution and by-laws for potential impacts on recruitment and development of new members.
- Committee chair should be on Nominations and Program Committees.
- Consider research activities to inform the practice of other committees or networks within the Association.
- Diversity training for membership.

For ACHE

- Retain Minority Affairs Network.
- Provide professional development funds to encourage participation of new members from underrepresented groups or institutions.
- Create linkages to diverse institutions and organizations, graduate students and

- faculty.
- Continue to provide opportunities for leadership to diverse populations.
- Consider sites outside of United States (e.g. Jamaica, Mexico) for Annual Conference and Meetings on a periodic basis.
- Enhancement of publications and information to enhance recruitment.

NOTE: Committees may not commit or spend any association funds without provision in the ACHE operating budget or formal approval by the President.

<u>Target Date</u>	<u>Task</u>
October/ October	Committee work is generally done by fax, mail, phone or internet.
January	Submit committee-related proposal to program committee for possible presentation at next year's annual conference and meeting (optional).
April	Submit report of committee work to board liaison for report at midyear board meeting.
June	If committee will meet at annual conference and meeting, submit room request to local arrangements chair.
September – November	Send year-end report to board liaison. Send letters to committee members with reminder of meeting time and agenda for committee session at annual conference and meeting. Prepare annual committee report for distribution at general business session of annual conference and meeting (bring 50 copies).
October/ November	Attend annual conference and meeting. <ul style="list-style-type: none"> • Chair committee session, if scheduled to meet. • Attend, moderate, etc. committee-specific concurrent session, if scheduled.

Constitution and Bylaws

COMMITTEE TYPE: Constitutional
CREATED BY: Constitution DATE: Unknown
REVIEWED BY BOARD: October, 2005 NEXT REVIEW: 2010

Purpose:

To review proposed legislative matters of the Association and pass on the legality.

Goals:

1. Assist membership and Board of Directors in drafting Constitution and Bylaws amendments.
2. Rule on the legality of proposed Constitution and Bylaws amendments.
3. Arrange for codification of legislative actions of the membership and Board of Directors.

Activities: (required by charge to committee)

Activities, which are long-range and annual, include:

1. Establish policy and time frame for receiving and distributing amendments consistent with the provisions of Constitution and Bylaws.
2. Review any amendments received and advise drafter(s) on the legality.
3. Periodically review Constitution and Bylaws and recommend appropriate changes.
4. Establish a plan for codification of the Association's legislative actions and provide a system of codification.

NOTE: Committees may not commit or spend any association funds without provision in the ACHE operating budget or formal approval by the President.

Target Date

Activity

January

General review of Constitution and Bylaws by committee in order to recommend needed changes for consideration at the midyear board meeting.

May

Contact board liaison to ascertain whether or not the Board suggests changes to the Constitution and Bylaws as a result of the midyear board meeting.

Committee reviews to rule on the legality and appropriateness of amendments.

Review wording of amendments for clarity and conformity.

June	Coordinate with Home Office a plan to distribute proposed amendments to institutional representatives so they receive them at least thirty (30) days prior to the annual conference and meeting.
September	Submit year-end report to board liaison for distribution to board members prior to annual conference and meeting.
October/ November	Assist in the codification of new amendment(s) approved at the annual conference and meeting.

Local Arrangements

COMMITTEE TYPE: Constitutional
CREATED BY: Constitution DATE: Unknown
REVIEWED BY BOARD: October. 2000 NEXT REVIEW: 2005

Purpose:

To maintain effectively and efficiently the Association's annual conference and meeting.

Goals:

Contained in Local Arrangements Guidelines book.

Activities:

Contained in Local Arrangements Guidelines book.

Membership Recruitment and Retention

COMMITTEE TYPE: Standing Service
CREATED BY: Board Action
REVIEWED BY BOARD: October, 2005
DATE: February, 1997
NEXT REVIEW: 2008

Purpose:

1. To build membership through effective recruitment activities.
2. To retain members through effective services.
3. To determine the degree to which membership services (annual conference and meeting, regional meetings, publications) are meeting the needs of members.

Goals:

1. Through membership consisting of all regional chairs (and an additional 8 at-large members), pursue and coordinate decentralized recruitment and retention at the regional level.
2. In compliance with the ACHE Strategic Plan, increase net membership by one institutional and three professional members each year from 2006-2010.
3. Through the use of survey instruments, gather and analyze data on ACHE membership characteristics and needs.

Activities

1. Under the direction of the Executive Vice President, update a brief, attractive membership brochure as needed.
2. Working with the Home Office, periodically review the efficacy of the one-year provisional membership provided to non-members attending a regional meeting for the first time.
3. Work with the Home Office to establish and maintain a Mentor Page on the Association web page, providing a list of knowledgeable people, by area, willing to work with others in their specified areas of expertise.
4. At the Annual Conference and Meeting, in collaboration with the Program Committee, provide a "CE 101" course for new or inexperienced continuing educators.
5. After the annual conference and meeting, send welcome letters to first-time attendees. This letter would be sent from the President with copies to the Executive Vice President and relevant Regional Chair.
6. Working with the Research Committee, design, conduct and analyze periodic surveys of membership characteristics and needs and to include retention questions.

NOTE: Committees may not commit or spend any Association funds without provision in the ACHE operating budget or formal approval by the President.

Target Date

Activity

November/ January	<p>Each Region will have a representative on this Committee.</p> <p>The Chair will participate in Regional Conference calls.</p>
March	<p>Send survey to the membership. (Survey is developed by the Research Committee; see Strategic Plan for implementation.)</p>
April	<p>Submit committee report to board liaison for distribution prior to midyear board meeting.</p> <p>Submit room request to local arrangements chair if committee plans to meet at annual conference and meeting.</p>
September	<p>Prepare for annual conference and meeting.</p> <ul style="list-style-type: none"> • Submit year-end report to board liaison for distribution to board members prior to annual conference and meeting. • Send letter to committee members of meeting time and agenda for committee session. • Prepare annual conference and meeting report for distribution at general business session. (Bring 50 copies.)
October/ November	<p>Attend annual conference and meeting.</p> <p>Full committee meets at annual conference and meeting. Past year's work is reviewed and implementation plans are discussed</p>

Nominations and Elections

COMMITTEE TYPE: Constitutional*

REVIEWED BY BOARD: October, 2005

NEXT REVIEW: 2010

*Nominations and Elections Committee will be composed of seven individuals: Immediate past president (chair), chairperson from the previous year, the Committee on Inclusiveness chair, and 4 selected members, with no more than one selected from a single region. If an exception needs to be made, the Executive Committee will make the decision.

Purpose:

To recommend capable people for officers and directors of the Association, and to conduct the annual election via mail ballot.

Goals:

1. Encourage membership to submit candidates for office.
2. Maintain a list of individual service to the Association.
3. Provide a slate of qualified and able persons for Officers of the Association.
4. Conduct an opened and effective election.

Activities:

Activities, which include both long range and annual, will be established annually by the committee, subject to the President's approval.

Guidelines and Procedures:

- I. Guidelines and Criteria for Nomination of Directors at Large and Association Officers.
 - A. Securing strong, capable leadership, elected in a participatory manner, is an essential goal for the future of the Association for Continuing Higher Education; therefore, the Board of Directors directs the Nominating Committee to use the following criteria for selecting candidates best prepared to serve the Association.
 1. Prospective candidates for officers in ACHE are advised that such service requires personal and institutional commitments of time and financial resources beyond that implied by other services to the Association and regions.
 2. Commitments in services as Director at Large include:
 - a. Attendance at the Annual Conference and Meeting at institutional expense from Saturday through Wednesday noon.
 - b. Attendance at a three-day mid-year Board of Directors meeting (generally the first weekend of May each year) at Association expense.
 - c. Services as a Board Liaison to several Association committees throughout the Association year.
 - d. Time devoted to Association business throughout the year.
 - e. Some additional routine expenses absorbed by members' office budget for telephone, duplicating, postage, and secretarial support.

3. Commitment pertaining to serving as an Association officer (president; president-elect; vice president) includes:
 - a. All of the above listed under Directors at Large.
 - b. Increased time devoted to Association affairs throughout the year and participation in monthly teleconferences of the Executive Committee at Association expense.
 - c. Commitment pertaining to service as president specifically will include:
 1. All of the above
 2. Increased time devoted to Association business throughout the year approaching and during his/her presidential year.
 3. Visits to as many spring regional meetings as practical at Association expense.
 4. Some additional routine expenses will be absorbed by the office budget of the person who is serving as president.
 4. Potential candidates for Directors at large and officer positions must be able to assure the Nominating Committee that they understand their obligations and have institutional support to carry them out.
- B. Eligibility Criteria for Directors at Large
Be an institutional or affiliate representative or a professional member in good standing, per the Constitution. Candidates must have served as Regional Chair.
- C. Preferred Criteria for Directors at Large
Service, leadership, and contributions to continuing higher education are especially preferred. Examples of such service, leadership, and contributions include, but are not limited to, international offices held, international committees chaired, international committee service, presentation at annual conference and meetings, regional offices held, regional committees chaired, regional committee service, presentations at regional meetings, experience in continuing education, academic record, and publication record.
- D. Eligibility Criteria for Association Officers (President; President-Elect; Vice President)
Eligibility requirements are that candidates:
1. Must have served on the Board of Directors with distinction for at least two years.
 2. Must be employed by an institutional member of ACHE.

II. Nomination Guidelines and Election Timetable

- A. Nomination guidelines
1. Current nominating committee members and Board of Directors liaison to this committee are not eligible for nomination to an office.
 2. Preference will be given to nominees who have demonstrated to the Nominating Committee the widest possible support. This means preference for the person who has endorsements from across the nation, in his/her region and in other regions, and from past and current ACHE leadership is preferred over a person with more narrow

endorsements. The Board and Nominating Committee do not recognize, at the current time, a formal or official regional endorsement. The best "regional" endorsement would be to have individual members of the region endorse a candidate to the Nominating Committee.

3. When less than fifty (50) percent of the current directors at large are representatives of member institutions, the Nominating Committee will give preference to candidates who have potential to become a future ACHE president. This means candidates who are representatives of member institutions will be given preference.
4. No nomination will be made from any one region which could result in more than three individuals from a single region serving on the Board of Directors, including officers and directors at large, in any given year.
5. The Nominating Committee will make every effort to nominate the most outstanding candidate(s) available for each position. It must present to the membership at least one more candidate than positions open for directors at large.
6. The Nominating Committee will factor into its nominations consideration of total Board breadth and range of institutional and professional membership representation. The Nominating Committee will take affirmative action to assure that minorities and under represented groups are considered for nomination.
7. The Nominating Committee will insure a candidate information form for each person nominated is completed.
8. The Nominating Committee will inform in writing all persons nominated of their status, i.e., whether their names will or will not appear on the ballot.
9. In the case of a lack of sufficient nominees it will be the responsibility of the Board to solicit additional nominations from the membership.

B. Calendar/Timetable for Elections

1. Prior to the Annual Conference and Meeting the President-Elect will appoint a Nominating Committee for his/her presidential year.
2. At the Annual Conference and Meeting, the President-Elect will officially charge the Nominating Committee and make sure the committee members have all relevant guidelines. The committee should also meet to review and agree upon guidelines, charge and timetable.
3. Recommended timetable
 - a. Jan/Feb - The nomination form will appear in the Jan/Feb issue of Five Minutes with ACHE.
 - b. Candidate information forms (CIF) will be mailed to each nominee as nominations are received.
 - c. March 1 - Deadline to receive nominations.
 - d. March 15 - Deadline to receive completed CIF.
 - e. April 1 - Deadline for Nominating Committee to meet and select nominees.
 - f. May issue of Five Minutes with the slate.
 - g. May 15 - 30 – Election conducted via electronic membership access system.

h. June/July issue of Five Minutes announces election results.

4. Elected Candidates will assume office at the conclusion of the Annual Conference and Meeting each year and be expected to be in attendance at the Board Meeting scheduled for the morning after the close of the annual conference and meeting.

III. Campaigning Guidelines

A. These guidelines are meant to reflect in writing the fine tradition of ACHE that professionals are elected to office on the basis of their service, leadership, and contributions to the Association.

1. All candidates for office as director should complete the candidate information (CIF) and use that form as a primary means of communicating qualifications to members.
2. The Nominating Committee will use the information provided through the CIF on each candidate whose name appears on the ballot. The summary statements will be approved in advance by each candidate and will be included with balloting information mailed from the home office.
3. Distribution of multiple copies of the CIF, other than information distributed by the Nominating Committee, and distribution of all of the types of "campaign literature" is discouraged.
4. Letters and literature sent to all members of ACHE on behalf of a candidate are discouraged.
5. A candidate making individual contact by letter, phone or in person is allowed.
6. A candidate making personal contacts at regional meetings may be allowed.
7. A candidate asking others to individually write on the candidate's behalf may be allowed.
8. Candidates may speak formally or informally to regions other than their own, so long as other regions are willing to listen.
9. All candidates are strongly discouraged from making negative references about other candidates. Candidates should recognize the need to campaign modestly on the basis of their experience and service documented by the candidate information form (CIF) and the support of colleagues.

B. Candidates must realize that neutrally delivered information about their work (CIF) plus the support of colleagues are the two preferred means of campaigning and generally the most effective. These guidelines supersede all previously accepted nominations and elections guidelines.

IV. Election Procedures

A. The Committee will conduct the election via the Association's electronic membership access system. Institutional representatives, and professional, affiliate, and honorary members in good standing on March 31st will be eligible to vote.

- B. The committee chair shall tally the vote and report the results to the President and Executive Vice President.
- C. Election will be by plurality.
- D. Members will be instructed to vote for not more candidates than the number of positions available.

NOTE: Committees may not commit or spend any association funds without provision in the ACHE operating budget or formal approval by the President.

<u>Target Date</u>	<u>Activity</u>
November	Timeline approved by Board.
January	Send letter to Nominations and Elections Committee members notifying them of procedures, criteria and timeline.
January/February	Include Call for Nominations in <i>Five Minutes</i> .
March 1	Deadline for nominations. Letter acknowledging receipt of nominations. Letter requesting CIFs from nominees. Send Nominee Packets to Committee members. Committee meeting (conference call) to determine slate.
April	Letter sent to President with Slate of Candidates. Letters sent to individuals not selected for slate.
May	Slate announced in <i>Five Minutes</i> .
May 15 - 31	Online voting.
June	Election results announced to Committee, President, Executive Vice President. New officers notified by President. Election results announced in <i>Five Minutes</i> .
October/ November	Submit year-end report to board liaison for distribution to board members prior to annual conference and meeting.

Advisory Council of Past Presidents*

COMMITTEE TYPE: Constitutional
CREATED BY: Constitution
REVIEWED BY BOARD: October, 2005

NEXT REVIEW: 2010

Purpose:

To provide advice and counsel to Board of Directors.

Goals:

1. To suggest improvements to membership and Board.
2. To reflect opinions and thoughts of membership to Board.

Activities:

Activities, which include both long range and annual, will be established annually by the committee, the Board of Directors, or the President.

*Advisory Council is composed of past presidents who are members of the Association. The chairperson is appointed by the president, and usually the immediate past president.

NOTE: Committees may not commit or spend any association funds without provision in the ACHE operating budget or formal approval by the President.

Target Date

Activity

The Past Presidents Committee meets on an as needed basis at the annual conference and meeting if one of its members has an issue for discussion or the current President requests consultation on a particular topic. A past president or the current president can request a meeting by contacting the immediate past president. The immediate past president will schedule the meeting with the Program Committee Chair, notify the members of the meeting, facilitate the discussion at the meeting and coordinate all follow-up actions.

Program

COMMITTEE TYPE: Constitutional
CREATED BY: Constitution DATE: Unknown
REVIEWED BY BOARD: October, 2000 NEXT REVIEW: 2005 (deferred)

Purpose:

To plan and conduct the program for the ACHE annual conference and meeting.

Goals:

Contained in Program Guidelines book.

Activities:

Contained in Program Guidelines book.

Publications and Communications

COMMITTEE TYPE: Standing Service
CREATED BY: Board of Directors
REVIEWED BY BOARD: October, 2006
DATE: Unknown
NEXT REVIEW: 2009

Purpose:

1. To review the various publications of the Association and make recommendations to the Board of Directors regarding format, content, design, frequency, and appropriateness of each.
2. To meet annually to review the publications of the Association.

Goals:

1. To evaluate effectiveness of publications for ACHE.
2. To critique style, content, design and frequency of the publications.
3. To develop recommendations to provide for greater effectiveness of the publications.
4. To recommend other publications that should be issued by the Association.
5. To review editorship of the publications and recommend individuals for the editorship.
6. To serve as necessary as an editorial review board to the Editor of Continuing Higher Education, by reading pre-publication manuscripts and preparing written comments for the Editor.

Activities: (required by charge to committee)

Activities, which include both long-range and annual will be established annually by the committee, subject to the President's approval.

NOTE: Committees may not commit or spend any association funds without provision in the ACHE operating budget or formal approval by the President.

Target Date

Activity

Mid Summer	Check on any unresolved issues/concerns – poll committee if necessary.
April	Submit committee report to board liaison for distribution prior to midyear board meeting. Submit room request to local arrangements chair if committee plans to meet at annual conference and meeting.
September	Prepare for annual conference and meeting.

- Submit year-end report to board liaison for distribution to board members prior to annual conference and meeting.
- Send letter to committee members of meeting time and agenda for committee session.
- Prepare annual conference and meeting report for distribution at general business session. (Bring 50 copies.)

October/
November

Attend annual conference and meeting.

The Journal of Continuing Higher Education Editor

<u>Target Date</u>	<u>Activity</u>
Ongoing	Articles received and sent to Editorial Board members (on rotating basis) for review.
2-Month Period	Articles returned from Editorial Board members and editor sends letter to author indicating whether manuscript is accepted, rejected, or accepted with revisions.
1 Month	If manuscript is accepted for publication, within one month author must send revised manuscript on a 3.5 inch computer disk in Microsoft Word, WordPerfect or an ASCII file. If revisions are requested, author gives notice within one month if the article will be revised.
2 Months	If author decides to make revisions, author must send revised manuscript on a 3.5 inch computer disk in Microsoft Word, WordPerfect or an ASCII file to the editor within two months.
2 Issues	All manuscripts accepted are published in one of the two issues immediately following acceptance.
February 15	Deadline for Contributing Editors' articles for printing Issue.
April	Spring Issue published.
July	Deadline for Contributing Editors' article for Fall issue.
September	Fall Issue published. Send Editorial Board appointments to Publications Committee.
November 15	Deadline for Contributing Editors' article for Winter Issue.
January	Winter Issue published.

Proceedings Editor

<u>Target Date</u>	<u>Activity</u>
February	Program Committee finalizes program. Send presenters guidelines for submitting presentation to <u>Proceedings</u> .
September	Deadline for submissions. Committee chairs given guidelines for submitting committee reports.
October/ November	Receipt of Keynote presentations and any missing committee reports. Business meeting minutes received.
January - March	Layout of Proceedings. Gather artwork for cover from Local Arrangements Committee.
March - April	<u>Proceedings</u> online.

Council of Regional Chairs

COMMITTEE TYPE: Constitutional
CREATED BY: Constitutional Change DATE: November, 1988
REVIEWED BY BOARD: October, 2005 NEXT REVIEW: 2010

Purpose:

The Council of Regional Chairs is comprised of those individuals elected to lead their respective ACHE regions. The council is normally formed in the late spring of each year, following elections conducted at spring regional meetings, and serves until next council is formed in the following spring.

The chair of the council is the current vice president of ACHE, who serves as the Board's liaison to the regions.

The purpose of the council is to provide a vital communication link between the regional organizations and ACHE's international leadership. Regional Chairs will serve as members of the Membership Recruitment and Retention Committee

Goals:

Specifically, the council:

1. provides a sounding board for new ideas;
2. offers feedback to the Board of grass-roots reaction to specific proposals;
3. brings local concerns to the attention of the Board;
4. helps interpret national policy or Board actions to local members;
5. serves as an information-sharing mechanism among the regions;
6. provides support to the membership development activities of the association;
7. serves to facilitate relations-building and cooperating among the regions;
8. provides regional officers with an understanding of the workings of the international association.

Activities:

Activities include long range and annual. The Board will arrange to meet with the Council at the annual conference and meeting. Other activities include, but are not limited to:

1. providing each other directory information on current regional leadership;
2. sharing information on spring regional meetings;
3. cooperation with regional representatives to the membership development committee;
4. such other activities as the Board of Council may determine.

NOTE: Committees may not commit or spend any association funds without provision in the ACHE operating budget or formal approval by the President.

Target Date Activity (ACHE Expectations)

This list only includes ACHE expectations of Regional Chairs; no individual region responsibilities are included.

- May
- Vice President (Council Chair) will solicit suggestions from the Regions for the Leadership Institute agenda held at Annual Conference and Meeting.
- Send Vice President and Home Office the list of new officers for region.
- Send listing of Regional Conference nonmember registrants following the Regional Conference to the Home Office to be included as Provisional Members .
- Follow up with members in region who did not renew their memberships.
- Send welcome letters to new members in region as they join.
- October/
November
- Leadership Institute scheduled during the Annual Conference and Meeting. Remember to order refreshments for this event.
- October -
October
- Update Regional Activities with the Home Office. Schedule of activities will be published in "5 Minutes" and included on the website.
- Keep Home Office informed of issues related to withdrawal of members in region.
- Send copies of all regional activities to Vice President and Home Office.
- Constitution and Bylaws and Regional websites need to be updated as needed.
- March
- Send Home Office a financial report that includes:
- Previous year income
 - Previous year expenses
 - Year end balance
 - Year end Investment Account Balance
 - Interest & Dividend

Research

COMMITTEE TYPE: Standing Service
CREATED BY: Board of Directors
REVIEWED BY BOARD: October, 2006
DATE: Unknown
NEXT REVIEW: 2009

Purpose:

1. Act as a clearing agent for research in continuing higher education.
2. Encourage research by members of ACHE.
3. Provide research and conduct surveys as requested by the Association.

Goals:

1. Approve all questionnaires to be mailed to membership, including those by Association committees.
2. Conduct studies as requested by Association and Board.
3. Recommend studies and proposals in keeping with goals of the Association.
4. Cooperate with other organizations in research efforts.
5. Provide information to the membership on research affecting continuing higher education, including analysis and interpretation.
6. Provide data and direction to the Association regarding the Value-Added that Continuing Education brings to an organization.

Activities: (required by charge to committee)

Activities, which include both long range and annual, will be established annually by the committee, subject to the President's approval.

NOTE: Committees may not commit or spend any association funds without provision in the ACHE operating budget or formal approval by the President.

Target Date

Activity

January

Place announcement in *Five Minutes* regarding deadline and guidelines for Research Grant applications.

Appoint sub-committee to review Research Grant applications.

Review results of research conducted by past year's grant recipients.

Contact and make arrangements with the Program Committee regarding the Research Committee's participation in upcoming annual conference and meeting.

March	Call for agenda items from Research Committee members for the Research Committee meeting at the annual conference and meeting (deadline of August 31 st).
May 30	Observe deadline for the receipt of ACHE Research Grant applications. Distribute Research Grant applications to sub-committee members for review and evaluation of award(s).
June/July	Submit award recommendation to Home Office for approval by the Executive Committee.
August/September	Notify Research Grant recipient of award. Funds are to be used by the end of next calendar year.
September	Prepare for annual conference and meeting. <ul style="list-style-type: none"> • Submit year-end report to board liaison for distribution to board members prior to annual conference and meeting. • Send letter to committee members of meeting time and agenda for committee session. • Prepare annual conference and meeting report for distribution at general business session. (Bring 50 copies.)
October/November	Attend annual conference and meeting. <ul style="list-style-type: none"> • Chair Research Committee meeting to assess progress on current projects and to plan future activities.
November	Compile and send minutes of yearly ACHE Research Committee meeting to members who attended as well as those who did not.

Resolutions

COMMITTEE TYPE: Standing Service
CREATED BY: Board Action
REVIEWED BY BOARD: October, 2006
DATE: Unknown
NEXT REVIEW: 2009

Purpose:

To develop appropriate resolutions for consideration by the Board of Directors and the membership.

NOTE: Committees may not commit or spend any association funds without provision in the ACHE operating budget or formal approval by the President.

Target Date

Activity

Annual

Chair selects two persons with long-standing experiences in the Meeting association to review the resolutions given to the Chair.

Chair drafts resolutions: appreciations to Program Chair and Committee, Local Arrangements Committee, Executive VP, Editor of Proceedings, and Editor of Journal; sadness at death of members; special recognitions.

Chair then compiles the entire resolutions and sends an electronic copy to Proceedings editor.

October/November

“Call for Resolutions” at the Annual Conference and Meeting, First General Session.

Resolutions read during the Business Meeting.

Responsibilities of Network Leaders

ACHE Networks are loosely structured affinity groups of members with specific areas of interest within the continuing higher education profession. As the Board delegates governance responsibilities to the networks, each is responsible for identifying a “chair” or “convenor” to lead the group’s activities. The leader also will maintain communication with the President and the Board through the designated board liaison. While the Board encourages flexibility in network activities, some level of structure is necessary regarding awards, projects that may require financial support, and network-sponsored program presentations at the annual conference and meeting. Networks cannot commit ACHE funds without express approval from the President or the Board.

Outlined below are some guidelines that relate to the above:

<u>Target Date</u>	<u>Activity</u>
October – October	Lead and facilitate network activities. Maintain contact with board liaison.
November - March	If network presents an award or scholarship, the leader ensures dissemination of selection criteria, receipt and selection of candidates, and notifications to liaison, President, Awards chair, and Home Office.
December	Submit network related proposal to program committee for possible presentation at next year's annual conference and meeting. (optional)
April	Submit activity report to board liaison for distribution prior to midyear board meeting.
May	Submit room request to Local Arrangements chair if network plans to meet at annual conference and meeting.
September	Submit year-end activity report to board liaison for distribution to board members prior to annual conference and meeting.
October/ November	Attend annual conference and meeting. <ul style="list-style-type: none">• Preside at (optional) network session.• Preside at (optional) program session.