

ACHE

Guide for Regions

March, 2005

Preface

This Guide for Regional Chairs had its genesis with Linda Shay Gardner, to whom ACHE owes its appreciation. It was revised in October 1998 by Nancy Thomason.

--Wayne L. Whelan

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The Home Office of ACHE

The Association for Continuing Higher Education (ACHE) is a volunteer organization. ACHE enters a contractual arrangement with a college or university on a five-year, renewable basis to provide home office functions for the Association. The contract for 2003-2008 is with Trident Technical College, Charleston, South Carolina. Michele Shinn, Director, Career, Personal and Professional Development, is the Executive Vice President. The Association has one full-time employee who is responsible for the daily operations of the Association: Mrs. Irene Barrineau.

Duties of the home office include the collection and disbursement of funds, the development and maintenance of the mailing list, the development and maintenance of the Directory, the publication of the Newsletter, the answering of inquiries about continuing higher education in general and the Association in particular. In addition, the home office prepares the Constitution and Bylaws, the Association marketing brochure, the "Home Office Guidelines," the "Program and Local Arrangements Guidelines," and other Association publications for printing. Several thousand items of mail each month and dozens of calls each day are logged in being the focus of much Association activity.

To contact the home office, write or call the following:

Association for Continuing Higher Education
Trident Technical College
Post Office Box 118067, CE-M
Charleston, South Carolina 29423-8067
(800)-807-ACHE/Fax (843)-574-6470
Email: Irene.barrineau@tridenttech.edu
Home Page: <http://www.ACHEinc.org>

Committees

The Home Office keeps a list of all committee members and chairs for the organization. This information might be helpful in assessing your region's involvement on a broader level. Some regions have increased membership involvement by encouraging participation on these committees. Through broad representation on committees, each region will play a key role in the development of the Association.

The Home Office can also provide listings of committees and their members within each region, if this information is provided by the Regional Chair. Please submit your Regional Committees list, noting the Chair and title of the committee with the following information on committee members, and their terms of service:

Title	Address	Fax Number
Name	City, State, Zip	Email Address
Institution	Telephone Number	

Each year, the President of ACHE solicits requests and suggestions for the appointment of individuals to committees. You may volunteer individually, or

recommend other regional members for participation in this very important activity of the Association. Service on a Committee provides a vehicle for greater participation in the planning and operation of ACHE.

Networks

In 1997, the Association initiated conversion of several special interest committees to Network groups. Members of these Networks share interests in a particular facet of continuing higher education. The Networks are responsible for developing their respective programs of action, which may include: awards programs, electronic “chats,” presenting at the annual meetings, and publishing items in the *Journal* or newsletter. Current Networks are: Accelerated Degree Programs, Community & Two-Year Colleges, Corporate Learning, Faculty Best Practices Handbook, Institution-Community Engagement, Instructional Technology and Distance Learning, International CHE, Marketing, Marketing, Minority Affairs, Older Adult Learning, Professional Development, and Value-Added.

You can contact the Home Office for information about the Network leaders and how your regional members can affiliate.

Conference Dates and Locations

“The Home Office” maintains a listing of all Regional and Association annual conference dates, as they become available.

The ACHE Annual Conferences for the future are as follows:

- 2005 – Madison, Wisconsin, October 29 – November 1
- 2006 – Los Angeles, California, October 28 - 31
- 2007 – Roanoke, Virginia, October 27 – 30
- 2008 – Nashville, Tennessee, November 8 – 11
- 2009 – Philadelphia, Pennsylvania, TBA

Home Office Guide

The Home Office has prepared a guide for assisting regions with the work of the Association. This guide is distributed to Regional Chairs, and if this copy is unavailable to you, please contact the Home Office for an additional copy.

Membership

The Home Office can help you with the development of new members in your region. The Office can send you the information for membership packets, but you must tell them if you are requesting information about institutional or professional membership. The Home Office would prefer that they assume responsibility for sending the information directly, since this helps to keep a permanent record of inquiries and their future membership in the Association. Regional Chairs should supplement this with specific information on regional activities.

Publications

The Home Office is responsible for the preparation and distribution of publications that serve the Association. The Office serves as the place to send information you wish to share with the membership through *Five Minutes with ACHE*, the most periodic communication the organization has with members throughout the Association. The Home Office welcomes articles of interest to members, as well as pertinent information that is of value to the membership at large. Check with the Home Office regarding submission deadlines for a particular issue.

The Journal of Continuing Education (JCHE) is distributed to all professional and institutional members. This refereed publication provides insight into research, programming ideas, and other valuable information about the profession. Specific information on the submission and review of articles submitted for publication is included with each issue of the Journal. Consult the Journal for additional information on these matters.

A Directory of members is produced each year, from the information received from individuals, institutional members, and regions. This directory provides current information on the names, institutional affiliations, committee service, and other information on ACHE members. It is referenced by institution, as well as by individual names, so it serves as a valuable resource to the regions.

Requesting Mailing Lists

The Home Office provides free mailing labels and/or lists for your use for regional activities. You may ask for this information as follows:

1. Email the Home Office requesting a membership list. Indicate the following:

- Regions requested
- Specify list or labels

The more information you provide, the easier it will be to fulfill your request. Please allow 2 weeks for your request to be sent to you.

2. Mailing lists include JCHE (Journal) subscribers, institutional members, professional members, affiliate members, and honorary members, coded by regions. It is a large list so you must be very clear as to which individuals you wish included in the mailing list you request.

3. If you are only interested in a list for your region, the Home Office assumes you want institutional members and professional members, unless you direct them otherwise.

Sharing Information and Resources

The Home Office can be an important resource for the regions in sharing information about the Association. Regions should also send the Home Office copies of all brochures, promotional materials, and other information distributed throughout the region. This will help to ensure that the Home Office has a complete listing of regional programs to share with prospective members and

others interested in your programs. If you routinely do regional mailings, please add the Home Office to your list, which should make this much easier to facilitate.

The Home Office also publishes several booklets of interest to the regions. These booklets are available from the Home Office and outline the following topics:

- Constitution and Bylaws
- Marketing Information

Staffing Limitations

The Home Office is staffed by one full-time person, and when large requests are made upon this office, other staffing must be secured at an additional expense to the Association. Please keep this in mind when you make requests or wish to ask if it is possible for the Home Office to provide assistance.

Supplies/Logo

The Home Office maintains a supply of stationery, which can be provided to regions for appropriate ACHE use. Requests for small supplies are made to the Home Office. In addition, if you plan to use the ACHE logo for regional activities, please request a reproducible sample from the Home Office. This will give you greater clarity in the production of your regional materials.

Tax Identification Number

ACHE has a Tax Identification Number for funds deposited by and dispersed through the Home Office. It is for Home Office use only. Each region, as needed, must obtain its own number for regional use. Regional funds are kept separate from Association funds.

Updating Mailing Lists

The Home Office is also responsible for keeping the master information on changes which take place within a Region and the Association. When you learn of changes occurring within your region, please inform the Home Office so they can make these changes on their lists. The Home Office must rely on information provided either by individuals, colleges, or regional officers.

It is also important to inform the Home Office when you receive requests for information about ACHE through the region. It is advisable to ask the Home Office to send all the necessary information. The Region can then follow up, since the Home Office sends the Regional Chair a copy of correspondence which accompanies the information.

Summary of Items Pertinent to the Home Office

- Send list of all regional officers, committees, and their members
- Inform regional members of annual meeting dates
- Locate copy of the Home Office Guide

- Request membership information with plenty of lead time
- Allow at least 2 weeks for any requests for labels
- Request stationery and logos from the Home Office
- Send any updates of new people appointed to positions, or directory changes which should be made
- Put Home Office on mailing list for all regional mailings.

The Regional Structure of ACHE

ACHE is both regional and international in structure. The regions have constitutions, bylaws, and elected officers, as does the Association, which functions through a Board of Directors. The Vice-President serves as the liaison between the regions and the Board.

Regional membership is governed by membership in the Association, therefore, regions do not have separate members that belong to a region but not to the Association. All members of ACHE reside or work within a particular region, as designated by the Board. Members are only recruited for the Association, and are then assigned to a particular region, based on location.

Note that Article V of the ACHE Bylaws requires that regional officers be members in good standing of the Association.

Annual Meeting

Each region must hold an annual meeting for the purpose of conducting business of the region and for the election of new officers, appointment of committees, and other matters of importance to the region. The ACHE President is traditionally invited to this meeting, and will provide a brief message to the region.

You may wish to combine your annual meeting with a neighboring region, or with another association, providing greater opportunities for professional development. The annual meeting also provides an opportunity to review the region's progress during the past year, and to provide goals for the coming year. The Treasurer's report should be included, along with other committee reports as needed.

Attendance of President at Annual Regional Meetings

The President of ACHE usually attends the annual Regional meeting each year. If your region has more than one meeting per year, please designate one meeting where the President will be in attendance, and provide remarks on this occasion. You should work directly with the President to coordinate this schedule, before your final arrangements are made in the region.

You may need to know other information as you plan for the President's attendance at a regional meeting. For instance, arrangements need to be made for how travel, lodging, and meals, and what courtesies are extended. While the Association's budget pays for the President's travel to and from the Regional meetings, it is customary for the respective regions to provide lodging and

complimentary registration and/or meals. (See *Appendix P*) The President normally speaks at the meeting, so this also needs to be planned. However, the President's remarks can be in addition to other speakers planned for the event.

Further details on what you need to do to prepare for the President's attendance should be discussed with the President. You may also wish to consult with former regional officers to inquire about the procedures which have been used in the past.

Board of Associates

Once regional members have served on the Executive Committee, have been elected to the Association's Board or have served ACHE in a variety of ways, each region should consider how to continue the interest of these very important individuals. Establishing a Board of Associates is one way to continue the interest of these members. This group, with a vested interest in the activities of the region and the Association, can help support decisions made by the Executive Committee and can be a valuable resource in the regional planning efforts.

This Board may consist of past chairs, past Executive Committee members, or those who have served the Association in other ways. These individuals can serve for a period of time determined by the bylaws or can be a loosely woven group that works on specific projects. These long-standing members can also provide input to the nominations committee, since they probably are interested in the future direction of the region.

Bylaws

The bylaws serve as the regional organization's operating constitution. Bylaws discuss detailed and specific procedures. The bylaws set out the number, tenure, and election procedure for officers, outlines their powers, how votes are taken, how board vacancies are filled, and a host of other details essential to the smooth operation of the organization. Bylaws should provide a framework and allow for flexibility.

Bylaws should be reviewed periodically and updated as needed. Each region should provide for a review of the bylaws every two or three years, to assure that the bylaws and regional practices are consistent. Changes in the bylaws should not be undertaken as a vehicle to solve a current problem. For example, you would not change the bylaws to specify that minutes of meetings had to be distributed to members within 10 days of a meeting, just to revolve a difficulty with the current regional secretary who does not distribute minutes. In this case, the region should seek other ways to resolve the issue.

The bylaws for Region 2 and 7 are attached as *Appendix A*, provided as a sample which could be followed. In this example, the region recently changed two positions to clarify functions within the executive committee. While the region previously had two "members at large", the recently revised bylaws call for a "professional development director" and "membership director" to clarify these two distinct assignments within the organization. Such changes are made to the bylaws on an on-going basis, which means that a complete overhaul of the bylaws is rarely needed.

Committees

Committees allow for a detailed analysis of specific areas like planning or programs. A committee structure offers several advantages: first, it allows for a division of the work load; second, it promotes a more informal discussion of the pros and cons of various issues before they come to a formal resolution; third, it allows an organization to bring experts into the deliberation process without putting them on the executive committee. Committees also allow for greater involvement of regional members, promoting future regional leadership.

Examples of committees are as follows:

Nominating: This committee identifies, screens, and recommends prospective members of the executive committee. Quite often, regions will appoint a past regional chair to head this committee.

Planning: This committee coordinates long-range planning for the region, establishing goals and objectives for the region's consideration. This committee can also serve to monitor the achievement of the region's plans.

Program: This committee is organized to plan, implement, and review the program activities of the region, and provide for future programs of interest to the membership.

Membership Development: This committee establishes and coordinates the development of new ACHE memberships and related programs. It is best to establish conduct of this committee in conjunction with the executive committee, to assure continuity of purpose and programs.

Executive Committee

Each region should have an Executive Committee, governed by the region's bylaws. The Executive Committee is normally composed of regional officers and one or more at-large members who coordinate the work of the region. This committee should be given the authority to act for the region in certain situations, and be able to meet periodically to conduct the day-to-day business of the region. While it may be possible for committees in certain regions to meet periodically, this may not always be possible. Regions that represent a vast geographic area should consider the possibility of holding scheduled telephone conference calls as an alternative format.

The Executive Committee should also serve as a source of support for the Regional Chair, and as a source of ideas and suggestions when difficult situations arise within the region. The Executive Committee usually represents some of the more committed members of the region. These individuals should also serve as a great resource for forming committees, for understanding traditions and issues, and for providing support for decisions which are made.

Finances

The Treasurer keeps records and books and conducts the business activities of the Region. The Treasurer should make recommendations regarding accounts management, transfer of funds, and other fiscal matters of the organization. An example of a Treasurer's report from Region 2 is provided as *Appendix B*. Each region should also provide for an external audit of the

Treasurer's records on an annual basis, or when a Treasurer is leaving office. This audit can be conducted by a professional accounting firm, but can also be managed in the region using other ACHE members to review the books.

When a new Treasurer is to be elected or appointed, it is imperative that the current Treasurer obtains the necessary forms for transfer of accounts and check signing privileges. These forms must be signed by several members of the region, and it is easiest to accomplish this at a meeting where the election takes place.

The Treasurer, through the bylaws, should be responsible for providing the region with a regular accounting of the finances, as well as providing insight into the financial stability of the organization. This may include an accounting of each meeting's income and expenses, to determine if sufficient revenues are being generated to support the region's programs.

The Treasurer is the most logical person to secure a Tax Identification Number for the region. This task should only have to be accomplished once, but make sure that you maintain an accurate record of the number and restrict its use. It is best to keep this information with the financial records, then transfer the information to subsequent Treasurers.

History and Traditions

Each region should develop and maintain its own history. While this has traditionally taken the form of a file of minutes of the regional meetings, the region's history can be developed beyond this. For instance, the region should develop a permanent record of officers, activities, Association meetings held with the region, and other important contributions made to the Association.

Using the minutes of meetings and other basic information, each region should select someone to construct and update this history at least every five years, adding to the existing history as time goes on. Another way to maintain historical documents and information is to establish a procedure which requires transferring of files from old to new officers each year. These files must remain active and accessible between the times the history is updated.

We often overlook the regional traditions which have developed and are often known by only a few. However, whenever we fail to uphold these traditions, many others remember them! For example, does your region do anything special for members who are retiring or leaving the region? How do we support members of our region who are seeking Association offices or board positions? Sometimes, even more mundane matters have become traditions—like always having regional meetings of a Friday, or always holding meetings on the Chair's campus, or always rotating meetings to different parts of the region. These are all important traditions to consider when charting your region's past and future.

Honoring ACHE Members in the Region

One avenue for sharing ACHE expertise with the wider community of higher education is to honor our members. Consider establishing awards or honors for ACHE members who have contributed to the Association or the

profession. This idea can be developed in a number of areas. Awards can be established for different categories: service to the association or region, service to continuing higher education in general, or service to the broader higher education community. An example of how to establish an award is provided as *Appendix C*. Guidelines and policies for an award are included as *Appendix D*.

It is not necessary to give awards every year, and you should feel free to use the awards when and how your region wishes. It is best to establish a committee to carry out this function, which eliminates the possibility that this kind of honor is self-serving for the officers and executive committee. The award could also be given to someone outside the field who has made an impact on continuing education in a broad sense. Recognize individuals who work with literacy programs, who have established a tutoring program in prisons, the education editor for the local paper, or a consumer activist who has promoted the right of consumers to know about contents of products. Awards ceremonies also provide an excellent opportunity for a press release or photo coverage.

Awards do not have to be monetary ones. A certificate, wall plaque, letter, or similar written award is certainly appropriate. You should consider a small monetary award or gift certificate, depending on the region's resources. A donation to a local educational program is also a possibility for honoring an individual. It may be possible to fund the award through a local business, college, or other business interested in having its name attached to the award. The award could also be named for an ACHE member who contributes the award, or in someone's honor and funded by their institution.

Summary of Key Points Relating to Regional Structure

- Prepare an Annual Regional Meeting
- Invite President of ACHE to Annual Regional Meeting
- Develop a Board of Associates
- Review and modify bylaws every 2-3 years
- Establish working committee with a reporting structure
- Establish and regularly convene the Executive Committee
- Arrange for annual audit of financial records
- Obtain Tax Identification Number
- Appoint a regional historian
- Prepare for routine transfer of regional records to new officers
- Initiate awards to honor members

Developing and Maintaining Regional Membership

There are several aspects of this topic, which make it important to our regions and the Association. First, we must be concerned about maintaining the members we have; but secondly, we must also be interested in reaching out and gaining new membership within the region. We cannot lose sight of the importance of both these groups within our membership.

Delegation of Responsibilities

We all know that occasionally you reach that point where you feel it is far easier to carry out a task yourself, rather than seeking the help of others. Usually, by the time you explain the task, its background and rationale, you could have completed the task yourself. However, this view is self-limiting and restricts regional growth. We need to encourage the work of others in the Association. The person you select may not accomplish the task just the way you would have, or in the time you would have, but taking the risk and reaching out is what is most important. If you learn nothing else through your participation in the leadership of a region, it is important to learn to delegate to others, especially to new members to ensure our future as an association.

There are always going to be assignments that could go on your region's "wish list" of things you would like to accomplish. By assigning some of these items to willing volunteers you can provide for additional programming and accomplishments with little risk. Make a list of things you would like to see accomplished within your region, but don't have members to carry out the assignments. Distribute this list at regional meetings, through a mailing to members, or by letter. Send out a survey looking for volunteers and let members select projects they are willing to work with during a year. In this way, you can begin to spread responsibility among regional members, and provide additional services to members.

Encouraging Multi-Cultural Understanding within the Region

Since we all recognize that our population is changing and become more diverse, encourage a positive response with ACHE by inviting special people as your guests to meetings. For example, if you have a historically Black institution in your region, make a special effort to invite the Continuing Education Dean/Director to your next meeting. Then, follow through with membership information and a collegial spirit.

Support this concept through regional programming. Prepare programs around the multi-cultural theme, and establish a multi-cultural task force to evaluate the impact of the changing population on continuing education.

Establishing Membership Goals

As much as we may dislike writing our annual Goals and Objectives at work, we recognize the importance of this kind of task. It helps us focus on the future, to plan ahead, and gives us something to work toward every day. By establishing a membership development committee, you can bring together a group to plan for ACHE's future.

Prepare written goals followed by specific objectives and action plans for how the region will achieve these during the coming year. The Membership Development Committee can begin to make this an effective aspect of the region, and it is essential to the continuation of ACHE. The goals must be integrated into all aspects of regional programming, and must be coordinated with the Executive

Committee. The Membership Development Committee can report on its activities at regional meetings, and keep the membership updated periodically through written communications. The Committee can foster the campaign to bring new members into the region by reminding members to bring someone new to the next regional meeting.

Establishing Regional Goals

Just as we need membership goals, it is also important for the region to consider its long-range planning goals. While it may not always be possible to convene a committee on long-range regional planning, the Executive Committee can act in this capacity. This planning process provides for greater focus on the future of the region.

The establishment of regional goals offers a check on the progress made during a particular year, and also assures that the work of a region's leadership is carried out and reviewed in subsequent years. Our members will develop more interest in the Association if we have the same expectations about the organization as we do about our professional positions. Establishing regional goals can help us become more organized and help us to focus on the needs of the Association. Regional goals can also be linked with program goals. It is possible to establish one set of goals to accomplish both regional and programmatic goals, or as separate entities, depending on the kinds of programs the region undertakes.

Identifying Regional Leadership

We tend to almost always rely on the same individuals for carrying out regional programs, operations, etc. It is much easier to look to those who have served in past leadership capacities to ask for support in new initiatives. This practice does not necessarily help to support the development of the region.

We need to recognize that other members of our region need to be given responsibility for a project, and we need to find ways to get more people involved. We can make sure that our Nominations Committee is seeking new leadership, but we must also identify others in the region who can be appointed to committees or who can be called upon for specific tasks. For example, new members can provide us with enthusiasm for preparing newsletters, establishing programs, or for support by suggesting they be placed on Association Committees.

One other way of seeking support is by looking over the institutional members of our region. These members may be willing to invest time and energy in ACHE. Another option is to survey the region and ask for volunteers to serve on various committees or to support various activities. Sometimes individuals will be willing to admit in writing that they are interesting but would not necessarily volunteer this information otherwise.

If your region represents a large geographic area, you might consider appointing state coordinators for your region. This provides another vehicle for involving more members in managing the region, and provides for future leadership.

Linking Institutions

One of the most important aspects of ACHE is the interpersonal relationships which develop. When we consider the fact that many institutions are spread far apart around our region, we need to consider how we can build closer linkages. You might suggest that institutions which are somewhat close together meet more regularly than the entire region does. Appoint a sub-region chair, or a city or state coordinator.

The region could be linked more closely through monthly or quarterly discussion groups. Perhaps the region can establish an agenda and topics for the year, then arrange for smaller groups to meet to discuss the topic, or arrange for a common presenter or facilitator for all the groups. The annual regional meeting can then provide a forum for large group discussion of the topic or issue.

If institutions in your region are close together, it is easy to foster closer relationships. However, we often find people arriving at regional meetings in separate cars, having taken separate subways, and never knowing that those within close proximity are attending. Through membership development efforts, or through the coordination of registration information for meetings, you can arrange a way for contacts to be made, so people have an opportunity to get to know each other in a different way.

List Development and Use

As mentioned previously, there are many types of lists available from the Home Office, and it is important to discuss how this information can be a valuable asset to your region. Some possible uses of the lists and labels you can request from the Home Office are:

1. **JCHE** Subscribers – Use this information to help identify those who are not members but have a special interest in the **Journal**. In addition to ACHE members, subscribers may include prospective members who should be recruited for membership. Establish ways to read and discuss articles which appear in the **Journal**, using contributors as a source for presentations.
2. Institutional Members – While institutional members may appear to have a greater commitment to the organization, you should consider their attendance at regional meetings. Do they send all those designated in the ACHE **Directory**, or do certain ones never attend? Boost participation of Institutional Members in regional activities by getting these members involved in committees, special projects, hosting a regional meeting, etc.
3. Professional and Affiliate Members – Use your Membership Development Committee to consider how you can approach these members and suggest they convert their membership to an institutional membership, where appropriate. Contact with these individuals for this purpose might also yield members interested in serving on committees.
4. Regional List – Even though your region maintains a mailing list separate from the Association one, it might be a good idea to get a copy of the Association list occasionally to check it against your own regional list. Also consider mailing program information to members in neighboring regions.

5. All Higher Education/Continuing Education Providers – In terms of reaching out to other constituencies, this list can be very helpful. Send an invitation to these institutions to attend your next regional meeting. A membership development packet could be sent, along with special regional information, including a copy of your regional newsletter, programs for the year, and a list of other ACHE members in close proximity to their institution.
6. Send special invitations to attend a regional meeting at no charge, as a special introduction to prospective members.

Appendix E illustrates a letter which can be sent to prospective members. You may use this as a model for your own letter, personalized as your wish.

Looking at Other Associations

Many of us belong to other professional organizations, and it can be very helpful to look at these mailing lists as a resource. Review the information you have from other associations, and see if any of your colleagues in these organizations might be interested in ACHE. Send them a personal note, and have the ACHE Home Office provide membership information. When you meet colleagues through other associations, make sure you follow-up at home, encouraging ACHE memberships.

Mailing to Regional Members

While it would be great to establish a newsletter in every region, we recognize that this is not always possible. However, just to give you an idea of what the Newsletter can be, an example is provided here as *Appendix F*. Such a newsletter might be particularly helpful as a vehicle to connect large regions that cannot support monthly or quarterly meetings. The newsletter offers an opportunity to share information and resources among regional members. It also provides an informal way for the regional chair to communicate with members.

If it is not possible to create a newsletter, the regional chair should find some other way of communicating with members. Perhaps a letter twice a year, listing highlights of programs or goals and objectives met would be helpful. It does not have to be well polished and typeset—a letter will provide the information members are interested in hearing.

Recognizing that many of our regional budgets are already stretched, we often try to communicate with members through “bulk mail,” or third class mailings throughout the region. While this certainly saves us money, we need to consider the impact of this on members receiving timely information, and the image that slow mail suggests.

Third Class mail can take 3-4 weeks to be delivered, and this is especially important to consider in geographically distant regions. In addition, Third Class mail is not returned if the address is incorrect or if the individual moves. If you choose to use Third Class mail, please send at least one First Class mailing each six months or year, to ensure that mail is received by those it is addressed to individually. Another option is to send mail that is noted "Address Correction Requested." Before pursuing any of these options, check with the post office and

request the current guidelines regarding mailing requirements, costs, and other pertinent information.

Using email is another valuable tool. Make a point of getting the relevant email addresses for the executive committee and other ACHE members you communicate with regularly. By asking for this information on a regular basis, just as you would a telephone number, we can help to become more technologically involved, and more efficient in our regional planning.

Finally, utilize ACHE's webpage to advertise regional meetings.

Membership Development

The Membership Development Committee plays a key role in the future of the region. It is important that this committee be composed of individuals who are willing to commit themselves to continual involvement with the Committee's charge throughout the year. This committee should be responsible for reporting to the Executive Committee and the region's membership on a regular basis. Strategies for this committee might include:

1. Sending one or a series of letters to prospective and new members.
2. Developing a regional recruitment piece, highlighting regional activities and values of membership.
3. Planning first-timer activities at regional and Association meetings, and as a separate entity.
4. Providing an ambassador for new members--someone who will make a special effort to contact new members before a meeting to suggest attendance, or to follow-up in other ways to encourage the involvement of these individuals in the region.
5. Working with the Executive Committee to place new members on regional committees, and to encourage the involvement of prospective and new members in programs as panelists and presenters.

The Association Membership Development and Services Committee completed a survey in 1989-90, which focused on the membership development activities being carried out at the regional level. *Appendix G* provides a summary of the results of this survey. Many ideas which can easily be carried out within a region are included in this information.

Mentors and Ambassadors

ACHE has a history of supporting the advancement of individuals in the Association, and helping to serve as a catalyst in supporting the career changes of others. The goals are to establish a network of mentors and advisors and to establish linkages between mentors and mentees. Some mentors have shared information on professional development, programming, politics, publicity and recruitment, and other areas. These linkages provide ACHE members with an opportunity to expand their network of professional colleagues.

Besides the one-to-one contact mentoring has provided, communication of the mentoring philosophy is important to the membership at large. We are interested in reaching out to new members. As an idea spreads, our Association

will benefit from the networking and resource sharing. The concept of mentoring has taken hold. Members are anxious to share information and learn from others.

Some members may wish to have resources available without participating in a mentoring program. The development of an Ambassador Program can provide this kind of support. An Ambassador Program pairs a new member with a current or long-standing member of the region. The Ambassador is assigned to a new member through the Membership Development Committee. The Ambassador then serves as a source for the new member, to acquaint them with the region, its programs, and its services.

Never Forget the Obvious

It is easy to forget the importance of finding members in a variety of settings. Carrying ACHE material with you in your briefcase can be useful. Here are a few other tips:

1. Make sure that at your regional meetings you have a good supply of brochures from the Home Office on ACHE membership. We plan extensively for our regional meetings, and we should go one step further and have plenty of information available for prospective members.
2. Think broadly. Don't limit your discussions of ACHE to Continuing Education professionals. Think about faculty who might be interested in the Association or the Journal. What about those groups we belong to where we interact with colleagues from business. Perhaps ASTD (American Society for Training and Development) members should consider joining ACHE, or maybe people representing community agencies where continuing education for employees is critical to keeping pace with change.
3. Special Interest Groups. Often we overlook the groups that seem to fall beyond ACHE membership. What about smaller educational groups, such as religious seminaries for preparing ministers, or other similar concerns with a great interest in Continuing Education.

Use marketing strategies from your continuing education experiences to promote ACHE. Articles in the local newspaper about the ACHE regional activities should be considered, as well as general announcements about the election of officers, committees, and travel to annual meetings.

Publicity and Promotion

Consider each of your regional activities as having promotional value. The region's secretary or another ACHE member could be responsible for communicating with the media regarding ACHE activities. Place yourselves in a position of being "experts" when the press is looking for a source of information about an educational trend. Take advantage of the latest demographic statistics to promote what the Association is doing in terms of leadership in the field of adult and continuing education. It is important to lend credibility to the field and the Association through these kinds of contacts.

Focus on developing publicity through your programs as well. Send out press releases about the programs, or give this responsibility to the person hosting

the program at a particular institution. Ask for a photographer and reporter to visit your program when you feel the program or presenters might provide an interesting news story. Take advantage of your institution's public relations office to support your story. Take advantage of your institution's public relations office to support your promotional activities for ACHE since the institution will benefit as well as ACHE.

Summary of Key Points about Membership

- Delegate responsibilities to new members
- Consider multi-cultural programming
- Establish membership goals
- Establish regional goals
- Build in a process to monitor membership and regional goals
- Initiate strategies for building regional leadership
- Appoint state or sub-regional chair
- Develop marketing plan for lists
- Prepare calendar of mailings to members
- Stay in touch with regional members
- Appoint Membership Development Committee
- Assign ambassadors for new members
- Select a member to manager the promotion of meetings, events, etc.

Developing Regional Programs

It is difficult to determine the specific kind of programs each region needs. Much of the programming is dependent on factors which we cannot control, such as geographic area, other professional commitments of members, and the number of members and institutions in a region. We can certainly work to generate greater interest in the Association, and there are some ways to maximize our efforts. Regional programming maintains the interest of members, and builds upon the generation for greater participation among members and prospective members.

Establishing a Pattern of Programs

Some regions have established monthly programs, and others meet only once each year. Your region's history may play an important role in how you can modify past program patterns, and what new initiatives you can develop. However, don't be afraid to reach out and experiment. The recent developments in Region 4 may provide some insight for you.

Region 4 had a long history of monthly meetings during the academic year. Following the region's extensive commitment to hosting the annual conference in Philadelphia, attendance at meetings and involvement of members dropped significantly. This might have been attributed to "burn out" experienced after the high level of involvement in the annual conference. Another major factor appeared to be that many institutions were tightening travel

and conference budgets, and eliminating staff. This placed greater responsibility on the remaining staff and resources. Prior to this time, monthly meeting attendance had been 50+, and so when the attendance dropped to below 30, this trend was considered in future programming plans.

The Program Chair received much advice from past Chairs, from long standing members, from new members, from the Executive Committee, and a survey of the members gave even more options to consider. After great deliberation, the Program Committee decided that the next year's program would include fewer meetings. The Program Committee also recommended significant changes in the timing and substance of programs.

The risk was great. Attendance had already been dropping, and there was a possibility that an entirely new and different program schedule would further decrease attendance. Some long-standing members were skeptical of the new schedule, and warned about the problems of changing the region's history. In spite of this, the decision was a good one.

Region 4 has since noted a significant increase in attendance, reaching 70-80 members at each meeting. The fact that fewer meetings are held provides an opportunity to bring together higher cost presenters with small overhead costs of meals, travel, refreshments, advertisement, etc. Members appear to appreciate the opportunity to share a day with colleagues, and look forward to the programs. Most of the programs require almost a full day commitment, beginning at 9-10 AM and ending 2-3 PM. It is easier to justify the expense of travel when a major program is being planned, than it is when the program lasts only an hour or two. This day-long format gives members an opportunity to limit their time away to one day, but those that work close by can also return to the office late in the day.

A copy of the 1989-90 and 1990-91 program brochure for Region 4 are attached as *Appendix H* and *I*. This brochure is mailed annually to all members and to all higher education institutions in the Region. Before each meeting, a separate mailing is sent. *Appendix J* is an example of the follow up mailing that is sent. This includes a registration form for the Program, directions to the campus where the program is to be held, and any other relevant information. If registrations appear to be arriving at a slow pace, a postcard can also be sent as a second follow up, encouraging last minute registrations by telephone or fax.

Establishing a Theme

There are many options for developing a theme for your regional programs. You can model the region after the Association's conference theme, or even look at recent trends, or survey members for specific interests. Sometimes the idea of modeling your regional programs after the Association's theme can be valuable in extending the theme throughout the entire year, rather than ending the theme with the annual conference. Since the Association theme is established a year in advance, you can secure this information in time for planning the next academic year's activities.

You can establish a different theme for each program, or a theme for the entire year. Try developing a general theme for the year, with each program

focusing on a different related topic. Even if you do not schedule many programs during the year, you can carry the theme throughout your region through a newsletter, letters or other communications sent to members, or other vehicles for extending services to members.

Regional participation in the theme can be initiated in a variety of ways. Some members may wish to write brief articles for discussion, share ideas, or establish a point of view on a particular topic. Distance does not have to be a deterrent to regional programming. Start a brief news sheet (one page) that outlines new ideas members have to share, or topics of interest to discuss. Spread it throughout the region and ask for a response. One way to initiate discussion is to present a controversial topic for one member to represent, and a counter point presented by another member, and ask for other regional comments.

Be careful not to make your theme too narrow. This will limit the availability of presenters and might also limit your audience. You might consider one broad theme with a major presenter, followed by breakout discussion groups focused on a more narrow related topic. Members of the program committee can lead the discussion groups, without added expense to the program, but providing a more generic program to meet the needs of a diverse membership. This also extends the length of a program, and it is usually easier to justify greater expense for a longer program.

Finding Presenters on a Limited Budget

The ACHE Home Office can be very important in locating resources for your programs. The Office is aware of what programs are taking place in all the regions and can serve as a resource for you in your own planning. Look over the Association conference program and see if some of your own region's members are presenting on a regular basis. These individuals can serve as an excellent resource.

We often overlook resources in our own backyard and subscribe to the notion that you are only an expert when you travel outside your own organization or go 50 miles from your campus. You might consider a panel presentation by several regional members as a way to develop confidence in this kind of program. If one presenter does not live up to your expectations, the other panelists will help to carry off a successful program. Another way to use local resources is to have a major presenter from outside the region, then follow the lecture with reactions or responses from a panel of regional members.

One other recommendation is to pay all your presenters a small honorarium. No matter how small, even \$25 or \$50 will help to promote the professionalism of your region and its programs. Our own members should be paid for their presentations as well, so they understand that their contributions are just as important as the contributions of those who are not ACHE members. Another option is to provide a year's professional membership in ACHE in lieu of an honorarium. This supports the Association, spreads the good word about the profession, and provides a unique way to further our efforts.

In order to determine what kind of honorarium to provide, it is helpful to ask questions among others in your region about the cost of speakers. This fee is often based on some regional standards as well as the fees which are charged by some presenters. You can always suggest that your Association does not have a large budget for these activities, but this might also produce speakers who do not give 100% because they feel they are not being paid what they are worth. The other side of the coin is that if speakers are not willing to present for what you can afford, then perhaps you should look elsewhere for a presenter. Be cautious in how you approach this situation. Consider all aspects of whether or not you should provide an honorarium, and if so, how much to build into your program budget.

Initiating Focused “Area” Programs

Recognizing that not every region is fortunate to have members close enough to commute to a program, there are other alternatives for programming that might be advantageous for a region. You might wish to consider taking a program on the road, offering the same program at several locations in your region. The same program could be advertised for several locations, limiting publicity expenses, and making it easier to arrange one presenter for all the programs. It would be helpful if a member of the executive committee attended each meeting, to show the region’s support for all its endeavors.

A lunch-and-learn series has been initiated in Region 1, so members who were relatively close to each other could have an informal, inexpensive way to meet on a more frequent basis. This program, often presented by ACHE Region 1 members, provided an education opportunity in just a few hours, allowing for both time in the office and participation in the meeting in one day. The program has been quite successful.

Each region is different, and while you need to understand the kinds of programs which have been developed previously in your region, you should feel free to experiment with new ideas, and judge the success of these ventures in small measures. It takes a while for some new ideas to catch on...even in Continuing Education there is sometimes resistance to change!

Linking A Theme with Program Goals

When you are developing regional programs, it is quite easy to develop individual topics or ideas for speakers, but more difficult to carry a specific theme throughout an entire year’s programs. The programs should emerge from the needs of the region and its members, but it is equally important to make a concerted effort toward developing a long-range strategy to accomplish short-term objectives.

Tying regional programming goals to the region’s overall goals can be accomplished by linking the Executive Committee and Program Committee together in this discussion. *Appendix K* provides a sample of regional goals which can be developed, linking the program and regional goals together. The process of establishing program goals provides a vehicle for broader

understanding of the programs you develop and adds a sense of professionalism to the Association and the regions.

Pricing Affordable Programs

It often seems that no matter how much you try to accommodate everyone's needs, you'll always receive requests for special circumstances, and you should be prepared to work in these areas. Some people will want to come to a program, but not stay for the luncheon. Some will want to come late, will not want the materials being provided and included in the fee, or will call and just ask for copies of the materials. What about refunds for programs not attended? Establish regional guidelines for handling these issues, so the registrar for a program does not have to make decisions or consult the Program Committee with each special request.

If you believe your regional members would resist paying for any meals, consider a breakfast meeting, which is usually less expensive. Or, provide lunch as an option, through the snack bar or dining hall line, so you do not need to be concerned with projecting the costs of meals into your budget.

It is important to encourage multiple registrations from some institutions, especially those that are ACHE Institutional Members, and a fee structure that provides an incentive for multiple registrations might be considered. This also helps support your campaign to bring a colleague to a meeting. However, develop a policy around the fee structure that facilitates this idea. For example, stipulate that all multiple registrations and checks must be sent together in order to be eligible for the discount. This action will focus attention on multiple registrants from one campus, if you have multiple campus institutions in your region, and will not require that much bookkeeping.

Be sure to consider the cost of operating your region in pricing your programs. There are many expenses associated with the region that you need to take into account. Add in a specific fee or build this cost into your programs. Building the cost into your programs requires less administration than collecting a mailing or operations fee. The Program Committee should propose a budget for the year's program that accounts for all regional expenses.

One way to promote a variety of programs and still attract fine speakers is to build the program budget based on the entire year's programs, charging the same for each, even though some may actually cost more than others. In this way, you will encourage a broad participation of members, without sacrificing quality or quantity. Another way to support the region's expenses is to build a budget based on each program breaking even or supplying a surplus for the region's operation.

Program Evaluations

One of the most difficult programming tasks is the follow-up evaluation of individual programs, as well as a yearly evaluation of programs. *Appendix L* provides a sample of a brief evaluation Region 4 has been using for its programs. This kind of evaluation gives the participants an opportunity to quickly rate a

program and turn in the evaluation on the same day as the event. You can also provide envelopes for mailing the evaluation at a later date, but the response level will drop significantly with this method of collection.

It is also important to use the evaluations to help presenters make modifications for the future. If possible, share the results of the evaluation with the presenter. This is an important step in improving our programming. A summary of the evaluations is sufficient to share with presenters, so they understand the total picture of how their program was perceived.

You can also use program evaluations to solicit member interest in participation in Association or regional committees. By keeping track of attendance at programs and following up with an evaluation, the Program Committee will be better prepared to meet the needs of the members in the following year.

The Gift Certificate Strategy

We often struggle with what to give a speaker as a token of our appreciation, especially if we cannot provide an honorarium. If your speaker is from outside the realm of continuing education, you might give the individual a gift certificate to attend another of your regional programs. Another alternative, which might be appreciated by those who are Professional members of ACHE is a one-year gift membership to the Association.

Another opportunity for promoting ACHE is offering a library subscription of the Association's Journal (JCHE) to a speaker. This could take the form of a one-year or multiple year subscription for a particular library that does not subscribe to the Journal.

Using the Association Conference to Encourage Regional Participation

The Association conference can help with the development of regional participation in program. Sometimes relatively new members will begin their association with the organization at an Association meeting. Since each region meets during the annual conference, you can use this as an opportunity to welcome new participants, and to encourage their interest in regional programs.

Region 8 places a letter in the mailbox of each participant at the conference hotel. A sample of this is attached as *Appendix M*. Another idea is to send personal notes to each member's hotel room. In either case, the hotel desk will normally signal the room's occupant that mail is waiting. When you are relatively new to an organization, this gesture can symbolize great care and concern on the part of the region about its members.

Using Panel Presentations

When we consider developing regional programs and taking advantage of our local talent for these presentations, we almost automatically consider a "panel" presentation as an option. This may be an option because we are unsure

of the level of expertise of particular individuals, or a person's ability to carry off a presentation for more than half an hour. Panel presentations have some very strong budget implications, because it may be possible to recruit your colleagues to serve on a panel and the monetary commitment is often much less for a panel than a major presenter.

One of the common criticisms of a panel is that these presentations often carry on longer than anticipated, or that one panelist dominated the discussion. Another area of concern is that the panel didn't follow the outline. All of these areas of concerns stem from communicating a clear definition of intent and focus for a program.

Some guidelines for effective use of panels are:

1. Limit a panel to three presenters. More than this leads to lengthy presentations and a perceived lack of structure.
2. Ask the presenters to meet jointly to plan the presentation, in conjunction with the program chair. Even a conference call can be used to accomplish this necessary requirement.
3. Draft an outline of the presentation's focus to be distributed among the presenters for planning purposes.
4. The presenters should then be asked to follow up with a one-page description of the program, responsibilities of each presenter, and other information which can be distributed to those in attendance. This will help to ensure that the title and description match the program.
5. Use the program chair as a moderator, or select another very involved member of the program committee to carry out this task. This person should be someone who will be aware of and interested in limiting the program to the time allotted.
6. Clearly define the role of the moderator in advance, so the moderator does not offer a presentation, too.
7. Limit individual presentations to 10-15 minutes. These presentations will go longer than this, and it is helpful to have a small clock placed on the presenter's table, which can be moved in front of each speaker. This may seem rather blatant, but you need to devise some way to make sure the presenters watch the time, and so that the moderator does not have to serve as a time clock and interrupt the speakers.
8. Collect resumes of the presenters in advance, and individually introduce each before their presentation. This helps the audience to link the individuals with their presentations and background. It also means that the presenter doesn't have to refresh the audience's memory when speaking.
9. Prepare a letter of understanding that is sent to each presenter, outlining the location and timing of the event, the topic, agreement for a fee to be paid, and other relevant information.
10. Make sure that you communicate to the presenters your expectations for attendance by presenters at events prior to and following the panel presentation. Since presenters rarely have time to say everything they wanted during a panel presentation, participants will want to engage the presenter in a

discussion later. If you have not made arrangements for the presenters to stay, this becomes an awkward and difficult situation for the audience.

11. If you are including a question and answer time at the conclusion, enlist a few members to ask key questions to begin the discussion period. This will prevent a pause and also provide an effective opening for the discussion.
12. Send thank you notes following the event.

Utilizing Regional Talent for Programs

It is sometimes difficult to gain an understanding of the kinds of talent your region possesses. We know our colleagues from various programs, but quite often do not have an opportunity to clearly understand the expertise they have. The generic term of “continuing education” has grown to mean many things to many different people. You should consider what your colleagues do every day as a means for developing regional programming.

A Resource Network is an excellent vehicle for exploring regional talent and using it effectively to explore the resources the region has to offer. This is also an excellent publication for membership development purposes. *Appendix N* represents Region 3’s publication outlining the expertise of that region. To go one step further, it is important to use this information in planning our own regional programs, and providing for further professional development of our Association’s members. We need to extend the availability of professional advancement opportunities to our members.

Summary of Programming Ideas

- Plan programs in a predictable pattern
- Develop a program theme for several programs
- Pay a small honorarium
- Consider a lunch-and-learn series
- Link the theme with program goals
- Encourage multiple registrations through a discount
- Establish a refund policy
- Evaluate every program
- Design a gift certificate
- Consider panel presentations
- Ask other ACHE members to be presenters
- Welcome regional participants to Association Conference
- Appoint a task force to initiate a Resource Network

Notes and Ideas for Future Editions of this Guide

Appendixes

- Appendix A Region 2 and 7 Bylaws
- Appendix B Region 2 Treasurer's Report
- Appendix C Region 4 Awards Guidelines
- Appendix D Region 4 Awards Policies and Procedures
- Appendix E Prospective Members Letter
- Appendix F Region 1 Newsletter
- Appendix G Membership Development and Services Survey
- Appendix H Region 4 1989-90 Program Brochure
- Appendix I Region 4 1990-91 Program Brochure
- Appendix J Region 4 Follow-up Brochure
- Appendix K Region 4 Goals
- Appendix L Evaluation Form
- Appendix M Region 8 Letter
- Appendix N Region 3 Resource Network Directory
- Appendix O Working with the President of ACHE
- Appendix P Guideline Regarding President's Travel to Regional Conferences