

GOVERNANCE REVISIONED:
A REPORT FOR ACPA'S EXECUTIVE COUNCIL

ACPA'S TASK FORCE ON GOVERNANCE
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Introduction

In the fall of 2004, ACPA President Jeanne Steffes convened a task force to review the current ACPA governance structure. The Governance Task Force (GTF) was charged to consider the reorganization of the current governance structure, ultimately proposing a new structure for ACPA, based upon member needs, organizational and operational efficiencies, and the changing landscape of higher education. The work of the GTF was planned to span the presidencies of Jeanne Steffes and Greg Blimling, culminating in the spring of 2006.

The membership of the GTF was strategically designed to insure that strong and articulate individuals who had held leadership roles within association groups or had significant knowledge of key areas of the association represented all stakeholder groups within ACPA. A listing of GTF members can be found in **Appendix I**.

For the past 16 months, the GTF worked diligently to collect and analyze data, understand organizational culture, development and effectiveness, vet frameworks and foundational assumptions, and create a model governance structure for the Association.

Specifically, members of the GTF have:

- Met 5 times in person;
- Conducted 25 conference call meetings;
- Reviewed pertinent ACPA documents, including the ASAE consultants report, the Ramsey Report, the Oliaro/Whitt Blue Ribbon Report, and the ACPA Membership Survey;
- Met with constituent groups and held open forums for general members at Convention 2005;
- Consulted with experts on organizational development, diversity, and legal issues (see **Appendix II**);
- Conducted 41 personal interviews with officers and leaders of the Association (see **Appendix III**);
- Conducted small group updates and received input at the 2005 Summer Leadership Meeting;
- Presented an updated and more formalized process to the Executive Committee on November 18, 2005, forwarded documents for review prior to meeting, and modified the process based on Executive Committee comments;
- Presented a proposed model to the Executive Committee on February 18, 2006, forwarded documents for review prior to meeting, and modified the proposed model based on Executive Committee comments;
- Held telephone conferences with each member of the Executive Council individually and modified the proposed model based on Executive Committee comments; and
- Held telephone conferences with Standing Committee Chairs and Core Council Directors and modified the proposed model based on leader comments.

Guiding Principles

Throughout the process, members of the Governance Task Force have been guided and have remained true to the following guiding principles.

- To honor personal and professional connections and recognize that the intersection of these connections adds to the complexity of the Task Force's charge.
- To be an action-oriented task force.
- To make the organization more efficient, effective and understandable.
- To support the substance of ACPA through a more optimal structure.
- To remember and respect the earlier work done by colleagues.

ACPA Officer and Leader Interview Themes

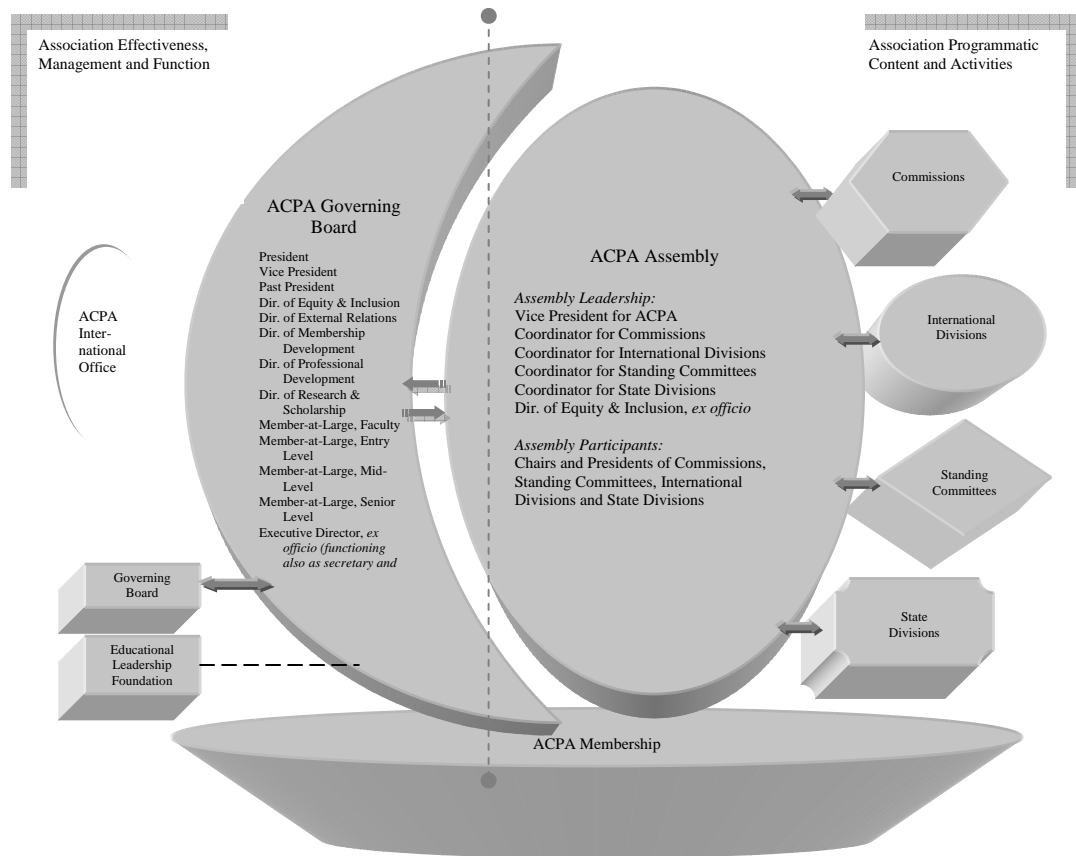
The data collected in GTF interviews with past and present leaders of the Association revealed the following themes. These themes served as touchstones throughout our work.

1. The status quo is not an option. With few exceptions, those we interviewed recommended change in how ACPA is structured and how it functions.
2. We must reduce the complexity of the organization so that its structure is simpler and its functions more understandable to both our members and external entities.
3. Form must follow function. ACPA's structure must reflect and facilitate the work of the Association. The values of the Association are one context for that work and, therefore, one context for the structure.
4. We must provide clear definitions of and distinctions between the roles and responsibilities of professional staff and volunteers, including elected leaders.
5. The role and responsibility of strategic planning for ACPA must be delineated explicitly. We assume a strategic plan will define the roles, responsibilities, and activities of both professional staff and volunteers, including elected leaders.
6. The new structure must clearly define ACPA's relationships to and with entities within the Association, including State and International Divisions and ELF.
7. We must develop predictable and consistent mechanisms for individuals to get involved in the Association and have a voice in its work.
8. We must identify and clarify advisory groups for whatever structure we develop to insure consultation and assessment. Such advisory groups may include, but are not limited to, new professionals, senior scholars, etc.

9. Orientation and training for all leaders within the Association must be incorporated in our response. The governance structure and process we create must be supported by and reflected in clear, consistent, and ongoing orientation and training for all leaders.

10. We must consider the culture of ACPA (i.e., elements such as values, artifacts, and history that make ACPA unique and special) as separate from the organizational structure. We must, however, develop an organizational structure that respects the culture.

Proposed Model



The Governing Board

The mission of the Governing Board is to create and maintain a strategic plan and strategic planning process that implement the Association’s mission and vision; engage in advocacy and deliberate action that promote the Association’s mission, strategic plan, and core values; and work as a leadership team focused on the good of the Association as a whole.

The Governing Board will be composed of 12 voting members: President (elected), Vice President (elected), Past President (elected), Director of Equity and Inclusion (elected), Director

of External Relations (elected), Director of Membership Development (elected), Director of Professional Development (appointed), Director of Research and Scholarship (appointed), Member-at-Large for Faculty (elected), Member-at-Large for Entry-Level Professionals (elected), Member-at-Large for Mid-Level Professionals (elected), Member-at-Large for Senior-Level Professionals (elected). The Executive Director of ACPA who will serve as both the Treasurer and Secretary will fill one *ex officio* position.

The Assembly

The role of the Assembly and its leadership is to coordinate and support the independent and collaborative work of its constituent bodies (State Divisions, International Divisions, Commissions and Standing Committees) and to direct the constituent bodies in the activities and research necessary to achieve the Association’s mission. Through the constituent bodies, leaders of the Assembly will bring forth new ideas, concepts, and proposals for consideration and, when necessary, action of the Governing Board.

The Assembly leadership comprises of the Vice President of the Governing Board (Chair of the Assembly), the Coordinator for Standing Committees, the Coordinator for Commissions, the Coordinator for State Divisions, the Coordinator for International Divisions, and the Director of Equity and Inclusion (*ex officio*). The Vice President convenes the Assembly at the National Convention and at the ACPA Summer Leadership Meeting. The Assembly leadership will work together and communicate regularly throughout the year to achieve its goals and directions. The Assembly will manage its affairs largely through consensus decision-making. However, when the “sense of the Assembly” is needed in the form of resolutions and recommendations, each coordinator shall have one vote. The Vice President shall vote only in the case of a tie.

ACPA recognizes and values the work of individual constituent groups. Equally important is their work together in furtherance of the “generation and dissemination of knowledge which informs policies, practices, and programs for student affairs professionals and the higher education community” (ACPA mission statement). The leadership of the Assembly is charged with establishing short-term directions (1-3 years) for the constituent bodies consistent with the Association’s strategic plan. The Coordinators will guide the collaborative activities by which the constituent bodies fulfill these directions.

All ACPA elected and appointed leaders are expected to attend the Assembly meetings at the annual convention as part of their assigned job responsibilities. All ACPA members who attend the convention are strongly encouraged to attend the Assembly meeting and the ACPA Annual Business Meeting which will be held after the Assembly meeting.

Terms of Office

President

The term of the President is three years: the first as Vice President, the second as President, and the third as Past President.

Directors, Members-At-Large, and Assembly Coordinators

The term of a Director, of a Member-at-Large and of an Assembly Coordinator for State Divisions, Commissions and International Divisions is three years: one year as elect and two years in the position.

The term of an Assembly Coordinator for Standing Committees will be selected every two years by the current Standing Committee Chairs prior to the Summer Leadership Meeting. The term of the Assembly Coordinator for Standing Committees is three years; one year as elect and two years in the position. A current Standing Chair may serve in an elect role as Coordinator in her or his final year as Chair.

Note: Individuals do not have voting rights as they serve during their elect year.

Term Limits

No Director or Member-At-Large may serve a consecutive term on the Governing Board unless she or he is elected President.

Criteria for Election or Appointment of Governing Board Members

Those who wish to hold the position of **President** must have held membership in ACPA for no less than 5 years and must have had prior leadership experience within the Association. Candidates must show leadership and management experience and must demonstrate effectiveness in the components of the President's job description.

Those who wish to hold the position of **Director** must have held membership in ACPA for no less than 3 years. Candidates must demonstrate effectiveness in the components of the job description for the selected Director position (Director of Equity and Inclusion, Director of External Relations, Director of Membership Development, Director of Professional Development, Director of Research and Scholarship).

Those who wish to hold the position of **Member-at-Large** must be members in good standing in ACPA.

Those who wish to hold the **Member-at-Large** position representing **Faculty** must hold full time status in a tenure-track faculty line.

Those who wish to hold the **Member-at-Large** position representing **Entry-Level Professionals** must have worked in a professional position and/or be currently enrolled in a graduate program for no more than 5 years.

Those who wish to hold the **Member-at-Large** position representing **Mid-Level Professionals** must have more than 5 years of full-time professional experience.

Those who wish to hold the **Member-at-Large** position representing **Senior-Level Professionals** must be a senior-level student affairs administrator.

Those who wish to hold one of the **Assembly Coordinator** positions for Commissions, State Divisions or International Divisions must have held the position of chair or president of the entity they wish to represent.

Those who wish to hold the **Assembly Coordinator** position for Standing Committees must have held the position of and completed their term as Chair of a Standing Committee or Chair of a Standing Committee Task Force prior to assuming the position of Coordinator.

Note: Criteria for offices must be met at time of nomination.

Elections and Appointments

Clear and detailed job descriptions, complete with necessary qualifications, have been created for each governing board position. To promote greater transparency in the election and appointment process, the Past President of the Association will create an on-line process by which any member of the Association may indicate his or her desire to stand for appointment or nomination for election or to nominate others, and submit statements of qualifications and interests to support their desire for appointment or nomination. The Association's slating and election process will rely upon these job descriptions, qualifications for candidates, and the on-line appointment/nomination process.

Position Descriptions

President

The President shall be a voting member of the Governing Board, elected by the membership of ACPA. The President is responsible for insuring the effectiveness of the Governing Board and its individual members, as well as the effectiveness of the Association as a whole.

The President shall:

- Chair the Governing Board.
- Preside at all meetings of the Governing Board and ACPA business meetings or appoint the Vice President to preside. In consultation with the Executive Director, shall prepare and distribute an agenda for all such meetings prior to the meeting.
- Serve as official representative (along with Executive Director) of the Association or shall appoint a representative to act in his/her place.
- Maintain fiscal oversight for the current operating budget in consultation with the Treasurer (a position filled *ex officio* by the Executive Director) and the Vice President in consultation with the designated staff in the International Office.

- Maintain communication with members of ACPA and the Governing Board during the year. Keep members informed of the association activities via President's reports and *ACPA Developments*.
- Attend all meetings of the Assembly.
- Take a major role in representing ACPA in annual national convention design and delivery.
- Ensure that the legislative, educational, and operational management objectives of the Governing Board are carried out.
- Be a full member of the Governing Board, Audit and Finance Committee, Nominations and Elections Committee, and Personnel Committee (voting member). Shall also serve as *ex officio* member of all ACPA committees (non-voting in *ex officio* capacity).
- Chair the Strategic Planning and Assessment Committee. Shall assist the Executive Director with developing, implementing, and assessing the strategic plan in the context of associational effectiveness.
- Appoint committees, task forces, and ad hoc committees and chairs of such task forces and committees in consultation with the Governing Board and Executive Director as deemed necessary to carry out the purposes of the By-Laws and strengthen the Association. Consult in and approve a written charge of short-term objectives for the appointed chairs of those committees.
- Establish or appoint commissions with the advice of the Executive Director and Coordinator for Commissions and with the approval of the Governing Board.
- Establish or appoint state divisions with the advice of the Executive Director and Coordinator for State Divisions and with the approval of the Governing Board.
- Establish or appoint international divisions with the advice of the Executive Director and Coordinator for International Divisions and with the approval of the Governing Board.
- Establish or appoint standing committees with the advice of the Executive Director and Coordinator for Standing Committees and with the approval of the Governing Board.
- Appoint a representative to the Council for the Advancement of Standards.
- Recognize ACPA members for their contributions in conjunction with the Awards and Commendations Committee. Shall present a Presidential Award when appropriate.
- Prepare memorial resolutions in consultation with the Chair of the Awards and Commendations Committee for presentation at the annual ACPA convention to honor ACPA leaders who die during the previous year and to prepare memorial statements or articles for publication in the *ACPA Developments*, *Journal of College Student Development* and/or *About Campus*.
- Give a presidential address or commentary at the annual convention either before entering or upon leaving office.
- Play a coordinating role between elected officers and various committees, task forces, and other groups within ACPA and between ACPA and other organizations.
- Pursue the development of ACPA in cooperation with Educational Leadership Foundation (et. al.) through fund raising and other activities.

- Submit a written summary evaluating the year's activities to the Governing Board upon completing the term of President.
- Serve as a member of the Personnel Committee with the primary function of conducting an annual review of the ACPA Executive Director.
- Submit the President's letter for each issue of *ACPA Developments*.
- Schedule, design and implement the Annual Convention and ACPA Summer Leadership Meeting for the Governing Board.
- Complete the mid-year and end-of-year reports following the guidelines provided by the President and/or International Office.

Vice President

The Vice President is a voting member of the Governing Board, elected by the membership of ACPA. The Vice President shall assume the term of Presidency after completing term as Vice President.

The Vice President shall:

- Act as President at all Association or Governing Board meetings in the absence of the President.
- Serve the current President's term if he or she is unable to do so.
- Serve as Chairperson of the Assembly.
- Serve as the primary liaison to the State Divisions, International Divisions, Commissions and Standing Committees; serve as a conduit for governance-related concerns to and from the Governing Board; assist Coordinators in the resolution of governance concerns.
- Chair the committee to select a Convention Chair.
- Appoint a Convention Committee and, with the Convention Committee, propose a convention theme no less than 18 months prior to the convention. Serve on the Convention Planning Committee.
- Take a major role in representing ACPA in annual national convention design and delivery.
- Chair the By-Laws Committee; Review the bylaws, as necessary, and recommend bylaw changes to be brought before the membership.
- Serve as a member of the Governing Board, Audit and Finance Committee, Nomination and Elections Committee, and Personnel Committee.
- Complete the mid-year and end-of-year reports following the guidelines provided by the President and/or International Office.
- Carry out other duties and assignments deemed appropriate by the President.

Past President

The Past President is a voting member of the Governing Board, elected by the membership of ACPA.

The Past President shall:

- Serve as chair of the Nominations and Elections Committee overseeing annual elections.
- Chair the Audit and Finance Committee.
- Chair the Personnel Committee.
- Attend all meetings of the Assembly.
- Forward official records to the ACPA Association Archives.
- Convene and host the annual convention (breakfast/dinner) meeting of the Association's past presidents through collaboration with the International Office.
- Complete the mid-year and end-of-year reports following the guidelines provided by the President and/or International Office.
- Perform other duties as assigned by the President and/or Governing Board.

Secretary

The role of the secretary is delegated to the Executive Director of ACPA in an *ex officio* capacity.

Treasurer

The Treasurer position, required by law in the District of Columbia, is filled in an *ex officio* capacity by the Executive Director of ACPA. The designated staff member in the International Office (currently called the Director of Finance and Administration) ensures the day-to-day management of the financial operations of the Association and provides information to the Governing Board through the Executive Director and/or the Past President who chairs the Audit and Finance Committee. The Treasurer shall submit a yearly budget for review and approval by the Governing Board.

Director of Equity and Inclusion

The Director of Equity and Inclusion is a voting member of the Governing Board and is elected by the membership of ACPA.

The Director of Equity and Inclusion shall:

- Serve as Affirmative Action Officer for the Governing Board.
- Scan the larger environment to understand how issues of equity and inclusion impact the work of the profession, issues of the Association, and the needs and experiences of professionals.
- Develop a comprehensive plan for equity and inclusion that meets identified needs of the Association.
- Work closely with the Assembly leadership, serving as *ex officio* member of the Assembly.
- Serve on the Nominations and Elections Committee and the Leadership and Training Committee.
- Serve on the Convention Chair Selection Committee.

- Attend all meetings of the Assembly.
- Complete the mid-year and end-of-year reports following the guidelines provided by the President and/or International Office staff

Director of Research and Scholarship

The Director of Research and Scholarship is a voting member of the Governing Board and, through an application process, is appointed by the Governing Board.

The Director of Research and Scholarship shall:

- Promote and support the mission of ACPA through the creation and publication of quality literature in the field of College Student Development.
- Develop a comprehensive research and scholarship plan that meets the identified needs of the Association.
- Coordinate the research and scholarship agenda of the Association.
- Create, coordinate and support publications and other media of the Association.
- Enhance the literature of college student affairs through quality ACPA publications by recommending to the Governing Board the establishment of new publications and elimination of old publications.
- Coordinate the activities of all existing ACPA approved publications.
- Forward recommendations for editorships of ACPA publications to the Governing Board.
- Chair the Publications Committee; Facilitate implementation of projects for the Publications Committee and provide accountability for completion; Represent the Association and Publications Committee in its relationship with other associations and with other parts of ACPA in carrying out Association business.
- Solicit and encourage research that should be published by ACPA and supported by ELF Grants Committee.
- Represent the research and scholarship agenda and Publications Committee in all ACPA leadership meetings.
- Represent the interests of related groups (*JCSD, Developments, About Campus, Books and Media Board, etc.*) in Governing Board meetings and bring issues to the table on behalf of these groups.
- Determine the resources needed to promote and publish official publications and request funding to carry out the publications mission.
- Attend all meetings of the Assembly.
- Serve as *ex officio* member to ELF Grants Committee.
- Complete the mid-year and end-of-year reports following the guidelines provided by the President and/or International Office.

It is recommended that this appointed position continue on the Governing Board only until such time as the International Office hires a staff member dedicated to the publications of the Association.

Director of Membership Development

The Director of Membership Development is a voting member of the Governing Board, elected by the membership of ACPA.

The Director of Membership Development shall:

- Work with the International Office and Association entities to increase and retain Association members.
- Develop a comprehensive recruitment and retention plan that meets identified needs of the Association.
- Enhance those services that promote member involvement.
- Chair the Recruitment and Retention Committee and the Awards and Commendations Committee (including Annuity Co-optis and Resolutions).
- Develop and implement all efforts to increase and retain membership.
- Attend all meetings of the Assembly.
- Complete the mid-year and end-of-year reports following the guidelines provided by the President and/or International Office staff.

Director of Professional Development

The Director of Professional Development is a voting member of the Governing Board and, through an application process, is appointed by the Governing Board.

The Director of Professional Development shall:

- Identify the professional development needs of the membership.
- Develop a comprehensive professional development plan that meets identified needs of the Association's membership and the student affairs profession.
- Coordinate and allocate the Association's professional development resources.
- Prepare Association members to assume future leadership positions, in consultation and collaboration with the Leadership and Training Committee.
- Chair the Leadership and Training Committee.
- Help prepare general members to assume future leadership positions.
- Orient and train appointed and elected leaders to fulfill job responsibilities and expectations.
- Attend all meetings of the Assembly.
- Coordinate the work of the Graduate Preparation Internship Program (GPIP), assisted by at-large members of the Governing Board.
- Complete the mid-year and end-of-year reports following the guidelines provided by the President and/or International Office staff.

Director of External Relations

The Director of External Relations is a voting member of the Governing Board, elected by the membership of ACPA.

The Director of External Relations shall:

- Scan the larger environment to understand how governmental and legislative issues impact the work of the profession, of the Association, and the needs and experiences of college student educators.
- Create a comprehensive development plan that meets identified needs of the Association.
- Friend-raise and fund-raise.
- Focus on partnership development with external agencies, foundations and corporations.
- Strengthen governmental relations.
- Serve on the Public Policy Consortium for Student Affairs Committee (with NASPA, ASJA, ACUI, ACUHO-I).
- Serve as an *ex officio* member of the Educational Leadership Foundation Board.
- Attend all meetings of the Assembly.
- Complete the mid-year and end-of-year reports following the guidelines provided by the President and/or International Office staff.

Members-at-Large

Four Members-at-Large on the Governing Board represent Faculty, Entry-Level Professionals, Mid-Level Professionals and Senior-Level Professionals. All Members-at-Large are voting members of the Governing Board and are elected by the membership of ACPA.

Members-at-Large shall:

- Identify and address the needs of student affairs professionals in a variety of roles and at different points in their careers through coordinated Association action.
- Serve on at least one ACPA committee.
- Provide ideas for publications and conference presentations.
- Assist with revenue generation/fundraising ideas.
- Help identify future leaders within the Association.
- Attend all meetings of the Assembly.
- Complete the mid-year and end-of-year reports following the guidelines provided by the President and/or International Office staff.

Note: Responsibilities of at-large members are designed to allow for nimbleness, responsiveness and effective and efficient access to members of the Association.

Assembly Coordinators

Each of the four Coordinators of the Assembly represents an entity of the Association: Commissions, International Divisions, Standing Committees, and State Divisions. Coordinators

for Commissions, International Divisions and State Divisions shall be elected by the membership of ACPA. Given the unique role of Standing Committees, within the Association and for their members, the Coordinator for Standing Committees shall be selected by the consensus of the current Standing Committee Chairs.

Coordinators shall:

- Represent their constituent groups in the planning, implementation and assessment of Assembly activities and the Association's strategic plan.
- Attend meetings of the Assembly at the annual Convention and the Summer Leadership Meeting.

Committees of the Governing Board

Strategic Planning & Assessment Committee

- Assists the Executive Director with developing, implementing, and assessing the strategic plan, as well as associational effectiveness
- Is chaired by the President of the Governing Board
- Includes all Governing Board members and Assembly Coordinators

Convention Chair Selection Committee

- The Convention Chair will be selected through a competitive application process
- Is chaired by the Vice President and Associate Executive Director
- Includes the Director of Professional Development, the Director of Equity and Inclusion and the Executive Director, *ex officio*.

Audit and Finance Committee

- Ensures compliance with Sarbanes-Oxley Act
- Provides oversight of the finances of the Association
- Submits a yearly budget for review and approval by the Governing Board
- Is chaired by the Past President
- Includes the President, Vice President, and Treasurer (*ex officio*)

Personnel Committee

- Conducts the annual review and evaluation of the Executive Director
- Coordinates hiring processes for an Executive Director when necessary
- Is chaired by the Past President
- Includes the President and Vice President

Nominations and Elections Committee

- Develops procedures for nominations and elections
- Develops on-line process that allows members to self-nominate or nominate others to stand for election or appointment
- Markets vacant positions
- Slates final candidates for election

- Works closely with International Office staff on election logistics
- Is chaired by the Past President
- Includes the President, Vice President, Assembly Coordinators, and Director of Equity and Inclusion

Ethics Committee

- Helps resolve ethical dilemmas
- Provides on-going education to members about ethics
- Chair appointed by Director of Equity and Inclusion in consultation with the President
- Members are appointed by the Committee Chair in consultation with the Governing Board and Assembly Coordinators

Recruitment and Retention Committee

- Develops and implements efforts to increase and retain membership
- Is chaired by the Director of Membership Development
- Members are appointed by the Director of Membership Development in consultation with the Governing Board, the Assembly Coordinators, and the Executive Director

Awards and Commendations Committee

- Develops application and selection processes for Association Awards
- Is chaired by the Director of Membership Development
- Members are appointed by the Director of Membership Development in consultation with the Assembly Coordinators and the Executive Director

Leadership and Training Committee

- Prepares general members to assume association leadership positions
- Orients and trains appointed and elected leaders to fulfill job responsibilities and expectations
- Is chaired by the Director of Professional Development
- Includes immediate past Coordinators of the Assembly, immediate past Director of Professional Development, immediate past Director of Equity and Inclusion, and two past Members-at-Large

Bylaws Committee

- Reviews and recommends bylaw changes to be brought before the membership as necessary
- Is chaired by the Vice President
- Includes Member-at-Large for Faculty, Member-at-Large for Entry-Level Professionals, Member-at-Large for Mid-Level Professionals, and Member-at-Large for Senior-Level Professionals

Publications Committee

- Creates, coordinates and supports publications and other media of the Association
- Coordinates the activities of all existing ACPA approved publications

- Enhances the literature of college student affairs through quality ACPA publications by recommending to the Governing Board the establishment of new publications and elimination of old publications
- Determines the resources needed to promote and publish official publications and requests funding to carry out the publications mission
- Forwards recommendations for editorships of ACPA publications to the Governing Board
- Solicits and encourages research that should be published by ACPA and supported by ELF Grants Committee
- Is chaired by the Director of Research and Scholarship
- Includes Books and Media Board Editor, *JCSD* Editor, *About Campus* Editor, and *Developments* Editor

Note: *Additional clarifying questions and answers regarding this proposed model are found in Appendix IV.*

Next Steps

Timeline for Action

Our understanding is the Executive Council will approve moving the governance structure proposed herein to a vote of the ACPA membership. The Task Force will disseminate information, and provide opportunities for discussion, about the proposed structure before and at the Indianapolis Convention by the following methods: (1) post card will be mailed to all ACPA members prior to Convention, (2) GTF website can be viewed for information pre and post Convention, (3) email announcement and invitation sent to all members about the ACPA annual business meeting where the GTF will be presented, (4) flyer in every convention packet, (5) flyer in every Placement Center mailbox, (6) convention packet materials available at the ACPA booth in the Exhibit Hall, (7) two information sessions: Monday, March 20, 2:35-4:00 PM (Westin Council Room) and Tuesday, March 21, 1:15-2:30 PM (Marriott Columbus Room), and (8) information available on the ACPA slide show at Convention. In addition, ACPA President Greg Blimling and ACPA President-Elect Jeanne Steffes will address the work of the Task Force in their presentations at the Convention. After the convention, the Task Force will continue to provide information, and address questions, on our website: www.umbc.edu/acpa and via email communications to the ACPA membership. We expect an on-line vote of the ACPA membership regarding the proposed structure in May 2006.

Recommendations for Implementation

We choose to assume that the ACPA membership will approve the governance structure proposed by the Task Force and so propose the following steps for implementing the approved changes:

June 2006	Implementation Team Appointed (including – if possible – some
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	members of the current Task Force as well as other ACPA leaders)
July 2006 Meeting	Implementation Team Convenes at the Summer Leadership Meeting
July 2006 - March 2007	Implementation Team Develops an Implementation Plan
March 2007	Implementation Plan Approved at Annual Convention
July 1, 2007	Phase One of Implementation Plan Begins

Although the current Task Force has no responsibility for implementation, our deliberations raised some issues that we believe have implications for creating and sustaining an effective governance structure for the Association:

- The core values, vision, and mission of the Association must be revisited and re-evaluated. As written, they embody some redundancies and inconsistencies and, in general, lack clarity; these issues should be addressed to provide the basis for effective strategic planning and organizational functioning.
- The relationship between State and International division entities and members and the Association must be clarified.

Summary and Conclusions

The Task Force on Governance was charged with examining and evaluating ACPA's current governance structure as the next stage in a five-year conversation about ways to improve the Association's service to its members, the student affairs profession, and the higher education community. We began by identifying the principles that would guide us; pre-eminent among them was a commitment to openness, including involving Association leaders and members in our work. In light of that commitment, we undertook an extensive process of data collection, the centerpiece of which were individual interviews with 41 present and past officers and leaders of the Association. From those interviews we learned, first and foremost, that change is absolutely necessary: to implement its mission, values, and functions effectively, ACPA must have a more clear, accessible, and inclusive governance structure and more nimble and coherent governance processes. In addition, we heard that ACPA must (1) distinguish between governance structures and operational/programmatic structures, (2) engage in ongoing strategic planning and use the strategic plan to shape all policies, programs, and practices, (3) reduce organizational complexity while expanding access to leadership roles and leadership development, and (4) organize in a way that provides more opportunities to focus on issues external to the Association – and of interest and priority to our members and institutions – and demands less time and attention for conducting the business of the Association.

The interviews were, however, just one element of 15 months of careful study of member, organizational, and professional needs and continuous conversations about the implications of those needs for the Task Force. Our discussions have, at times, been contentious;

we came to our task from varied backgrounds and experiences, and represent diverse constituencies and perspectives. However, we share a commitment to the values of our Association, including equality and social justice, values which informed and drove our work. Throughout this process, we also have been careful to recognize that any change – even change for the better – is difficult.

After hundreds of hours of dialogue, we arrived at the model of governance structure and processes proposed in this report. As a Task Force, we are of one mind and voice about that model: It is the best possible response to our charge, as well as to the clearly defined needs and interests of the Association. Not only will it clarify and simplify the Association’s structures and processes to achieve effectiveness and efficiency, it will do so while expanding the number of, and access to, “tables” of discussion, decision-making, and leadership.

APPENDIX I – ACPA Governance Task Force Members

Patty Perillo, Task Force Chair; Assistant Vice President for Student Affairs, University of Maryland, Baltimore County

Greg Blimling, ACPA President; Vice-President for Student Affairs, Rutgers University, *ex-officio*

Mela Dutka, 2004 Convention Chair; Dean of Students, Smith College

Lee Hawthorne Calizo, Doctoral Student at the University of Maryland; Associate Director of Student Life, University of Maryland, Baltimore County

Keith Humphrey, Past Chair, Standing Committee for LGBTA (Standing Committee Representative); Assistant to the Director of Residence Life, University of Arizona

Stacey Pearson, Chair, Commission for Counseling and Psychological Services (Commission Representative); Assistant Director for Psychology Training, University of Michigan

Greg Roberts, Executive Director and Senior Operating Officer, ACPA

Matt Soldner, Doctoral Student at the University of Maryland; Assistant Director of Residential Education, University of Maryland, Baltimore County

Jeanne Steffes, Past President and President-Elect, ACPA; Associate Vice President for Student Affairs, Syracuse University

Chris Strong, Representative, State/International Division; Chair, Senior Student Affairs Practitioner Program; Vice President for Student Affairs, SUNY Potsdam

Bridget Turner Kelly, Assistant Professor, Seattle University

Elizabeth Whitt, Chair, Senior Scholars (Senior Scholars Representative); Faculty Member, University of Iowa

Lynn Willett, Past President, ACPA; Vice President for Student Affairs, Coastal Carolina University

Original Members Serving as Consultants

- **Tom Jackson, Jr.**, Representative, Senior Student Affairs Office Practitioner Program; Vice President of Student Affairs, Texas A&M University-Kingsville
- **Myra Morgan**, Past President, ACPA; Director of Student Development and External Affairs, University of Florida
- **Julie Ramsey**, Vice President for College Life and Dean of Students, Gettysburg College

<p style="text-align: center;">APPENDIX II – Legal Issues, Diversity, and Organizational Development Expert Consultants</p>
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Consultation with Peter Wolk, ACPA Legal Counsel – *Legal Issues Related to Governance Boards*

- Determine roles of international office staff and volunteers
- Identify appropriate uses of advisory groups
- Address conflicts of interest
- Think about governance as though one were a member of President’s cabinet
- Identify and specify qualifications for board members
- Establish, review and revise, as necessary, the organizational goals, budget and governance structure

Consultation with Vernon Wall, Senior Consultant, Washington Consulting Group; Vasti Torres, Associate Professor, Indiana University-Bloomington; Jamie Washington, President, Washington Consulting Group – *Diversity Issues Related to Governance Structures*

- Broaden focus on diversity/inclusion beyond who is on Executive Council
- Address many leadership areas, not just Executive Council (i.e., Convention Planning Team)
- Integrate diversity and inclusion throughout the Association’s leadership
- Consider the current national political landscape as part of the context for ACPA governance processes
- Transparency and accountability are critical elements of the Task Force’s task and process, as well as in the new structure proposed

Consultation with Dawn Person, Professor, California State University-Long Beach; Lynn Gangone, Visiting Professor, George Washington University – *Organizational Development Issues Related to Organizational Restructuring*

- Separate cultural structure (things that make ACPA special) and organizational structure; ACPA has tended to mix these elements
- Take as much time in creating a new structure as you did in analyzing the current structure; don’t be wedded to your imposed timeline
- Orientation and training of new leaders is important for the effectiveness and efficiency of any organizational structure
- Ongoing assessment, training and evaluation are essential to organizational effectiveness
- Recognize that no organizational structure can be all things to all people

APPENDIX III – ACPA Officer and Leader Interviews

The Governance Task Force interviewed current and past ACPA officers and leaders representing the following constituent groups within ACPA:

CONSTITUENT REPRESENTATION	NUMBER OF INTERVIEWS WHERE CONSTITUENT VOICE WAS REPRESENTED
Commissions	4
Core Council Directors	5
Past Core Council Directors	3
Educational Leadership Foundation	3
Executive Council	14
Past Executive Council Members	6
Informed Opinion Leaders	6
International Office Staff	1
Past Presidents	6
Senior Scholars	1
Past Senior Scholars	2
Past Emerging Scholars	1
Senior Student Affairs Officer Program Members	5
Standing Committee Chairs	6
Past Standing Committee Chairs	2
State and International Division Presidents	5
Past State and International Division Presidents	1

APPENDIX IV - Clarifying Questions & Answers

- 1) The Assembly is a new concept for ACPA. What is the membership, work assignments, and work schedule of this body?**
- The purpose of the Assembly is twofold: 1) to provide a means for the ACPA Governing Board to hear member sentiment on issues that are important to the Association as a whole and to communicate with and seek input from the membership about issues under consideration in the Governing Board; and 2) to encourage and further the collaboration of the constituent groups in the Association, so that their knowledge, research and programming expertise can be of benefit to a broader cross-section of the Association.
 - The Assembly leadership is comprised of the ACPA Vice President (Assembly Chairperson), assisted by a Coordinating Body of four persons-the Coordinators of Commissions, Standing Committees, State Divisions and International Divisions. The Coordinators will be elected by the constituent groups they represent. The Director of Equity and Inclusion will serve as an *ex officio* (non-voting) member of the Coordinating Body.
 - The Coordinating Body of the Assembly (led by the ACPA Vice President) will identify procedures for the resolution of issues that are raised at Assembly meetings. For example, issues may be referred to a constituent group for review and/or action, may be held for further study, or the issue may be forwarded to the Governing Board for consideration. The Assembly Chairperson will vote on the disposition of items in the case of a tie.
 - The Assembly leaders (VP and Coordinators) will participate in a training and orientation program at the Summer Leadership Meeting. During the Summer Leadership Meeting, the Assembly leaders will meet with each of the constituent groups to discuss the work of the Assembly, in preparation for the Assembly meeting at the annual convention. Between the Summer Leadership Meeting and the annual convention, the ACPA Vice President will communicate regularly with the Coordinators, in order to stay current with the work of the constituent groups.
 - ACPA leaders are expected to attend the Assembly meetings at the annual convention as part of their assigned job responsibilities. This includes the Commission Chairs, Standing Committee Chairs, State Division Presidents, and International Division Presidents.
 - All ACPA members are invited to Assembly meetings and are encouraged to attend.
 - The Assembly will meet at the annual convention immediately preceding the Association's business meeting. The Assembly agenda will include Coordinator reports/updates, Governing Board reports/updates, and time for attendees to raise questions/concerns.

2) What are the other major differences between our current governing structure and the proposed structure?

- Size - the present Governing Board has 21 members; the proposed board has 12 voting members.
 - The Task Force is hopeful that the Governing Board may be even smaller in the future, as the International Office takes on more responsibility (and more staff) to manage important functions (for example, professional development and research and scholarship).
- The role of the Treasurer will be fulfilled by the Executive Director, the actual financial responsibilities in support of the Treasurer will be performed by the designated international office staff member, currently the Director of Finance and Administration.
 - Budget information will be provided to the Governing Board by the Executive Director who is responsible for overseeing the operating budget of the Association. The Past President serves as the chairperson of the Finance and Audit Committee and will be responsible for providing the Governing Board with broad information about the financial status of the Association so that the board has a clear and complete view of the Association's financial health and can fulfill its fiduciary responsibilities.
- Rather than being elected by the membership, two Governing Board positions are appointed by the President, after participating in an application and nominations process.
 - Both the Directors for Research and Scholarship and for Professional Development will be appointed so that special attention can be given to recruiting and selecting individuals who have the experience and expertise to work closely with the International Office to manage the publications and professional development programs that are so important to our Association.

3) Research has shown that inclusivity is one of ACPA's greatest strengths and one of its greatest challenges. How does the proposed model promote inclusivity, maximizing its strengths and addressing its challenges?

ACPA has always been at the forefront of issues of diversity, multiculturalism, and inclusivity. The Association's prominence in this arena has been a hallmark among all other associations, both higher education and those outside of our profession. This prominence cannot be maintained and enhanced through embracing the status quo. The diversity and multiculturalism movement has been most successful because it rejects the status quo and advocates a higher realm of thinking. ACPA's new governance model advocates a higher realm of thinking.

Thinking of diversity issues in silos is outdated thinking. College campuses are beginning to abandon individual cultural centers in favor of intercultural centers that promote an enhanced and expanded level of understanding and collaboration among groups. The new ACPA governance structure models this behavior and thinking in significant and substantial ways.

Through the collaborative work of the Assembly, the new home for cultural collaboration and advancement of diversity issues, the cultural groups of ACPA will be challenged to continue

their excellent work as individual entities, while advancing the work of the profession through an enhanced level of inclusiveness. This new team will work with the elected Vice President and Director of Equity and Inclusion to advance the outcomes of this new partnership in the decisions of the Governing Board. This new model makes it easier to establish and promote new alliances among the cultural groups that are essential for the strength of ACPA and for society at large.

Individual functions of the cultural groups will remain intact in the proposed model. ACPA institutional programs, such as social events and celebrations, continue with renewed purpose to strengthen the individual and collective at the same time.

4) How has the Governance Task Force (GTF) focused on important issues of transparency in organizational structure?

The GTF has been deliberate in making processes and roles as clearly defined and transparent as possible. The President has been given the clear responsibility for insuring the effectiveness of the Governing Board and its members. Mechanisms that allow any member to stand for nomination or to nominate others via an on-line repository make the nominations and elections process for a wide variety of positions accessible and articulated. This process will apply not only to Governing Board positions but the Convention Chair position as well. The initiatives are designed to help all members better understand the processes by which leadership positions are achieved and the ways in which the Association holds its leaders accountable.

5) It seems that the new structure has added Core Councils back into its structure. Is this accurate?

We are not repackaging core council positions but rather we are taking important association functions and creating structures that will allow those functions to be accomplished more clearly, efficiently, and effectively than the current structure does; that is, a director with a clear job description and clear mission and clear qualifications, clear relationships to the International Office and the Governing Board.