



# Procedure Manual

January 2026

## PCACAC Executive Board and Leadership Team

---

The Executive Board and Leadership Team of PCACAC serve to advise the President and provide administrative leadership in developing and implementing Association policies, programs, and services.

Membership of the Leadership Team includes the following elected officers:

- The President
- The President-Elect
- The Immediate Past President
- The Finance Vice President
- The Executive Vice President
- PCACAC Executive Assistant – Ex Officio, non-voting

The Leadership Team meets biweekly (virtual) throughout the year, around the annual NACAC Conference, PCACAC Conference, summer/winter retreat days (in-person or virtual) and upon request by the President.

Membership of the Executive Board includes:

- The Leadership Team
- Chair of Admission Practices
- Chair of Advancement
- Chair of Bylaws and Governance
- Chair of College Fairs
- Chair of Communications
- Chair of Current Trends and Future Issues
- Chair of Government Relations
- Chair of Inclusion, Access and Success
- Chair of Membership
- Chair of Past-President's Committee
- Chair of Professional Development
- Chair of Special Interest Groups
- Chair of Summer Institute

The Executive Board meets around the NACAC conference (virtual or in-person), PCACAC conference, summer Full Board meeting (in person or virtual), winter Full Board meeting (in person or virtual) and upon request by the President.

Membership of the Full Board includes:

- The Leadership Team
- The Executive Board
- Vice Committee Chairs

The addition of the Vice Chairs to this body creates a pipeline to the Chair role and executive board participation.

The Full Board meets twice/year, the Executive Board meets quarterly.

All Executive Board and Leadership Team members must be individual voting members of PCACAC at the time they assume office and maintain this membership throughout their term. Executive Board and Leadership Team members are also expected to be NACAC voting members.

Time commitments are estimated for each PCACAC leadership role in days/year and are outlined in the position descriptions in this manual. All time commitments are estimates.

## General Responsibilities

---

In carrying out their functions, members of the Leadership Team and Executive Board are subject to two primary legal obligations: a duty of care and a duty of loyalty. The duties of care and loyalty are the common legal terms for the standards that the law uses to gauge the legality of a governing member's acts or omissions. The duty of care calls upon each member of the Executive Board and Leadership Team to participate in the decisions of the Executive Board and to keep informed with respect to such decisions. The duty of loyalty requires all members to exercise their powers in the interest of PCACAC, rather than in their own personal interest or the interest of another entity or person. The elected and appointed leaders have a fiduciary responsibility to the members of the organization; that is, to always act in the best interest of the membership. The power is entrusted to the leadership for the benefit of the membership.

By assuming office, each member of the Leadership Team and the Executive Board acknowledges that with regard to any activity or opportunity, the best interest of PCACAC must prevail over their individual interest. The Leadership Team and Executive Board members shall not use their PCACAC position for individual personal advantage. Before a Leadership Team or Executive Board member engages in a transaction which they should know may be of interest to PCACAC, they must disclose the transaction to the Leadership Team in sufficient detail and give adequate time to enable the Leadership Team to act or decline with regard to such transaction. A corporate opportunity arises when a member knows that they can participate in a transaction that would possibly fall within, or compete with, PCACAC's present or future activities. The member must affirmatively present the opportunity to the Leadership Team before participating in the transaction outside PCACAC.

## Specific Responsibilities

---

Members of the PCACAC Leadership Team and Executive Board have specific responsibilities:

- PCACAC Leadership Team: To participate fully in all meetings of the Leadership Team. The Leadership Team meets biweekly (virtually) throughout the year. The President may call additional meetings if needed. All members of the Leadership Team are expected to attend all Leadership Team meetings. Excused absences are at the discretion of the President. Failure to meet this obligation may result in dismissal from the Leadership Team.
- PCACAC Executive Board: To meet four times a year in addition to other meetings that may be called by the President
- To serve as a voting member of the Executive Board or Leadership Team
- To be a voting member of PCACAC
- Leadership team must be a voting member of NACAC and Executive Board are encouraged to be a voting member of NACAC
- To know and uphold the *Bylaws* of PCACAC
- To provide written progress reports as requested by the President and Executive Assistant in advance of the Leadership Team meetings and provide quarterly formal committee reports
- To prepare, if appropriate, well-documented budget proposals for submission to the PCACAC Finance Committee for consideration in the Association's overall operating budget development
- To budget for and to maintain an accurate accounting of expenditures, including receipts, for all PCACAC programs and initiatives within their purview
- To ensure that all work on behalf of the Association promotes the goals identified in PCACAC's Strategic Plan

Estimated Time Commitment for Executive Board Members	10 days per year
Estimated Time Commitment for other members of the Leadership Team	26 days per year
NACAC Conference	4 days per year
PCACAC Conference	4 days per year
Leadership Team Meeting	biweekly (virtual) throughout the year
Full Board Meeting	3 days per year
Executive Board Meeting	2 days per year
Preparation/Planning: Executive Board	24 days per year

**PCACAC Position Description - President-Elect**  
**One-Year Term**

---

The responsibilities of the President-Elect include:

- Serve as a voting member of the Leadership Team
- Attend all Leadership Team meetings and, in the absence of the President, preside at any official PCACAC function
- Succeed to the office of the President in the event of an early vacancy in that office and then continue to serve the normal term as President
- Serve as Ex-officio member of all PCACAC committees except Nominations; attend select meetings as necessary to understand committee challenges, present issues, or priorities
- Serve as a member of and advisor to the Professional Development Committee, Summer Institute Committee, Conference Planning Committee; Special Interest Groups Committee; to serve as Conference Sessions Committee Chair to encourage collaboration among committees, ensure on-going recruitment and participation of committee members, and provide committee reports during Leadership Team meetings, as needed. Represent PCACAC at the summer (in-person) NACAC Leadership, Engagement and Development (LEAD) Program and (virtual) monthly LEAD meetings, and other NACAC related events when appropriate
- Assist the President with the goals and objectives of PCACAC
- Assist in the development and implementation of professional development opportunities for the general membership and the Leadership Team
- Assure, in concert with the President and Immediate Past President, PCACAC representation and involvement in other allied Associations
- Support the efforts of the Conference Planning Committee and attend CPC meetings
- Support the efforts of the Summer Institute Planning Committee and attend Summer Institute Planning Meetings
- Attend site visits for Annual Conference and Summer Institute
- Participate, as requested, in other state and regional conferences
- To fulfill the three-year presidential cycle and the responsibilities
- Assist the President in ensuring the Leadership Team’s work is directed towards achieving the goals set forth in PCACAC’s Strategic Plan
- Review, assess, and be one of the PCACAC signatories (as stated in PCACAC’s Fiscal Policy, with the Pres, Past President and Finance Vice President)

Estimated Time Commitment for President-Elect:

NACAC Conference (in-person attendance recommended)	4 days per year
NACAC LEAD (Leadership Engagement and Development)	in- person: summer/NACAC Conference
NACAC LEAD monthly meetings	virtual
PCACAC Conference	4 days per year
PCACAC Summer Institute	3 days per year
PCACAC Executive & Full Board Meetings	2 in person/2 virtual days per year
Conference Planning Committee Meetings	35 days per year
Summer Institute Committee Meetings	15 days per year
Executive Board Meetings and Full Board Meetings	2 in person/3 virtual per year
PCACAC Leadership Team Meetings	biweekly (virtual) throughout the year
PCACAC Leadership Team Retreats (summer/winter)	2 days per year
Planning and preparation	60 days per year

**PCACAC Position Description - President**  
**One-Year Term**

---

The responsibilities of the President include:

- Serve as chairperson and a voting member of the Leadership Team and Executive Board
- Lead in creation of annual Leadership Team goals during summer after elected (July/August)
- Call/preside at Leadership Team meetings, Executive Board meetings, Full Board meetings, general membership meetings and other PCACAC functions whenever possible
- Conduct Leadership Team and Executive Board meetings in a manner that will assure the focus remains in the best interest of PCACAC
- Prepare the agenda for Leadership Team, Executive Board, Full Board, and general membership meetings with the Executive Assistant; lead the submission of all NACAC required documents & Affiliate President’s Council Benchmarking Survey (in consultation with the Past President, President-Elect, Finance Vice President & Executive Assistant)
- Represent PCACAC at NACAC’s LEAD (Leadership Engagement and Development) and any virtual NACAC LEAD programming
- Represent PCACAC at any NACAC planned Governance Meetings
- Act as the coordinator of the “Planning and Practice” committees (Admission Practices, Current Trends and Future Issues, and Past Presidents) to encourage collaboration among committees, ensure on-going recruitment and participation of committee members, and provide committee reports during Leadership Team meetings, as needed
- Appoint chairpersons of each PCACAC standing committee as vacancies arise
- Appoint any committee deemed advisable to further the goals of the Association, subject to approval of the Executive Board
- Serve as ex-officio member of all PCACAC committees, except Nominations; attend select meetings to understand committee challenges, present issues or priorities
- Share with Finance Vice President all financial responsibilities of the Association
- Serve as official spokesperson for the Association, with the right to delegate this responsibility
- Guide the work of the Past Presidents Committee on the Strategic Plan and ensure the plan is up to date and in line with the current state of the association’s needs and that the LT’s work is directed toward the goals in the plan.
- Mentor and guide the President-Elect to ensure a smooth transfer of leadership and create a succession plan to ensure a successful transition of responsibilities.
- Work with the Conference Planning Team and Leadership Team on conference site selection, guidance on various conference events, assist with session selection, and coordination of welcome/keynote address.
- Work with the Summer Institute team on site selection and program planning.
- Attend site visits for annual conference and Summer Institute.
- Participate in pre-conference events and outreach efforts
- Review, assess, and be one of the PCACAC signatories (as stated in PCACAC’s Fiscal Policy, with the President-Elect, Past President and Finance Vice President).
- Provide the Executive Assistant’s annual review, prepare the Executive Assistant’s annual contract with the guidance of the Leadership Team, provide guidance and support to the Executive Assistant as needed so that the Executive Assistant can be effective

Estimated Time Commitment for President:

NACAC Conference (in-person attendance recommended)	4 days per year
NACAC LEAD (Leadership Engagement and Development)	in- person: summer/NACAC Conference
NACAC LEAD monthly meetings	virtual
PCACAC Conference	4 days per year
PCACAC Summer Institute	3 days per year
Other Association committee meetings	9 days per year
Leadership Team Meetings	biweekly (virtual) throughout the year
PCACAC Leadership Team Retreats (summer/winter)	2 days per year
PCACAC Executive & Full Board Meetings	2 in person/3 virtual days per year
Planning and preparation	60 days per year

**PCACAC Position Description – Immediate Past President  
One-Year Term**

---

The responsibilities of the Immediate Past President include:

- Serve as a voting member of the Leadership Team and Executive Board
- Support, assist, and act as general counsel to the President
- Act as the group coordinator of the “Public Advocacy and Governance” committees (Bylaws & Governance, Government Relations, Inclusion Access & Success, Nominations) to encourage collaboration among committees, ensure ongoing recruitment and participation of committee members, and provide committee reports during Leadership Team meetings
- Chair the PCACAC Nominations Committee to slate candidates for office and award recipients
- Represent PCACAC at the NACAC Leadership Engagement and Development (LEAD) programming
- Support the efforts of the Conference Planning Committee and attend CPC meetings
- Assist the President to ensure the Leadership Team’s work is directed toward achieving the goals set forth in PCACAC’s Strategic Plan
- Review the PCACAC Procedure Manual each year and ensure it is up to date with the organization's current structure and needs. Revise (if necessary) the PCACAC Procedure Manual.

Estimated Time Commitment for Past President:

NACAC Conference (in person attendance recommended)	4 days per year
PCACAC Conference	4 days per year
NACAC LEAD (Leadership Engagement and Development)	in- person: summer/NACAC Conference
NACAC LEAD monthly meetings	virtual
PCACAC Summer Institute	3 days per year
Conference Planning Meetings	35 days per year
Executive/Full Board Meeting	2 in-person/3 virtual days per year
PCACAC Leadership Team Meetings	biweekly (virtual) throughout the year
PCACAC Leadership Team Retreats (summer/winter)	2 days per year
Planning and preparation	60 days per year

## PCACAC Position Description – Finance Vice President Three-Year Term

---

The responsibilities of the Finance Vice President include:

- Serve as a voting member of the Leadership Team and Executive Board
- Develop the Association’s annual budget proposal based on requests received from officers and committee chairs
- Serve as an advisor to the Leadership Team on matters of investment strategy and fiscal policy
- Serve as Leadership Team coordinator for the Membership Committee and Advancement Committee
- Present the annual budget to the Leadership Team and Executive Board for approval prior to the start of the new fiscal year; present the approved annual budget to the general membership
- Work in collaboration with the Conference Committee Chair to build yearly conference budget for Leadership Team approval
- Work in collaboration with the Summer Institute Committee Chair to build yearly event budget for Leadership Team approval
- Serve as principal reviewer to assess the fiscal impact of revenue enhancement proposals received by members and outside vendors
- Facilitate periodic review of the PCACAC Fiscal Policy and recommend changes as appropriate
- Assess the feasibility of contingency expenditures not included in the annual budget and make recommendations to the Leadership Team
- Monitor the Association’s insurance needs and coverage; oversee PCACAC’s insurance policies
- Oversee the preparation of PCACAC’s tax forms and audit materials
- Secure mandatory bonding for all officers and the Association’s Executive Assistant
- Manage bill payment for PCACAC and maintain oversight of the Association’s budget and spending
- Share with the President all financial responsibilities of the Association
- Manage all fiscal accounts and investment portfolios
- Maintain proper fiscal accounting records; report quarterly to the Executive Board and annually to the general membership on the financial status of the Association
- Work closely with the accountant
- Serve as a Chair of the PCACAC Finance Committee
- Work to develop Advancement Committee and support the creation of year-long sponsorship opportunities for PCACAC
- Ensure tax-exempt status in PCACAC membership states
- Ensure compliance with Articles of Incorporation

Estimated Time Commitment for Finance Vice President:

NACAC Conference (in-person attendance recommended)	4 days per year
PCACAC Conference	4 days per year
PCACAC Summer Institute (in-person attendance encouraged)	3 days per year
Leadership Team Meetings	biweekly (virtual) throughout the year
PCACAC Leadership Team Retreats (summer/winter)	2 days per year
Executive/Full Board Meetings	2 in-person/3 virtual days per year
Finance Committee Meetings	4 days per year
Financial work/Planning and preparation	100 days per year

**PCACAC Position Description – Executive Vice President  
Three-Year Term**

---

The responsibilities of the Executive Vice President include:

- Serve as a voting member of the Leadership Team and Executive Board
- Act as the group coordinator of the “Communications & Marketing ” committees (Communications and College Fair Committees) to encourage collaboration among committees, ensure ongoing recruitment and participation of committee members, and provide committee reports during Leadership Team meetings
- To record the minutes of all meetings of the Membership, Leadership Team, and Executive Board, Full Board, as well as any special meetings called by the President for the purposes of conducting PCACAC business, and to distribute those minutes within 10 days to appropriate parties.
- Uphold and promote adherence to the association’s branding guidelines across all communications and materials developed by the leadership team, committees, and membership
- Ensure that respective committee chairs and vice chairs update records and maintain accurate documentation in Box and other designated digital storage platforms.
- Assist the Leadership team with the goals and objectives of PCACAC set forth in PCACAC’s Strategic Plan

Estimated Time Commitment for the Executive Vice President:

NACAC Conference (recommended attendance)	4 days per year
PCACAC Conference	4 days per year
PCACAC Summer Institute (in-person attendance encouraged)	3 days per year
Leadership Team Meetings	biweekly (virtual) throughout the year
PCACAC Leadership Team Retreats (summer/winter)	2 days per year
PCACAC Executive/Full Board Meetings	2 in-person/3 virtual days per year
Planning and preparation	75 days per year

## **Standing Committee Chairs – General Responsibilities**

---

The general responsibilities for Standing Committee Chairs include:

- Serve as voting members of the Executive Board
- Develop and communicate goals when the new leadership cycle begins on July 1 each year
- Encourage and solicit standing committee participation from the general membership
- Convene regular meetings of the standing committee to facilitate the work of the Association as charged to the committee by the Leadership Team or as requested by the President
- Provide progress updates to the Leadership Team liaison
- Provide periodic reports to the board and/or general membership as directed by the President
- Prepare and submit standing committee budget requests, as directed by the President or Finance Vice President, for consideration by the PCACAC Leadership Team and Finance Committee
- Approve and monitor all standing committee expenditures, in compliance with approved budget allocation, the PCACAC Fiscal Policy, and maintain all documentation
- Grow leadership: appoint, mentor and train a Vice Chair who may assume the responsibilities for the committee in the absence of the chair
- Keep membership informed of standing committees opportunities, meetings, and efforts
- Appoint a member of the standing committee to serve as liaison to the Communications Committee
- Engage with other committees across PCACAC to encourage cross collaboration amongst committee efforts

Estimated Time Commitment for Standing Committee Chair:

NACAC Conference (in-person attendance recommended)	4 days per year
PCACAC Conference	4 days per year
PCACAC Executive/Full Board Meetings	2 in-person/3 virtual days per year
Regular Committee meetings	6 days per year
Monthly Check in with Leadership Team Liaison	12 days per year
Planning and preparation	24 days per year

## Standing Committee Vice Chairs – General Responsibilities

---

The general responsibilities for Standing Committee Vice Chairs include:

- Serve as a non-voting member on the Full Board
- Report to and assist the standing Committee Chair with committee responsibilities
- Assume responsibilities of the committee in the absence of the Committee Chair
- Encourage and solicit standing committee participation from the general membership
- Assist in convening of regular meetings of the standing committee to facilitate the work of the Association as charged to the committee by the Leadership Team or as requested by the President

Estimated Time Commitment for Standing Committee Vice Chairs:

PCACAC Conference	4 days per year
PCACAC Full Board Meetings	2 in-person days per year
Regular Committee meetings	6 days per year
Monthly Check in with Leadership Team Liaison	12 days per year
Planning and preparation	12 days per year

## PCACAC Position Description – Admission Practices Committee Chair Three-Year Term

---

The responsibilities of the Admission Practices Committee Chair include:

- Serve as a voting member of the Executive Board
- Lead the Admission Practices Committee in its charge to educate admission and counseling professionals and their institutions regarding the nature of ethical standards embraced by NACAC and PCACAC as reflected in the *NACAC’s Guide to Ethical Practice in Admission*
- Promote ethical standards among member and non-member institutions
- Promote awareness among students and parents of ethical standards and responsible practice in college admission
- Assist in the preparation and presentation of professional development opportunities and materials for target constituencies
- Represent PCACAC in discussions and presentations on admission practices, ethical concerns, and challenges faced by the membership
- Participate in bimonthly virtual meetings with the NACAC AP Committee and meet (at the NACAC Annual Conference) with the AP Chairs of the NACAC Affiliates.
- Provide periodic articles/items for the *Anchor Splash* on trends or issues relating to admission practices

Estimated Time Commitment for the Admission Practices Committee Chair:

NACAC Conference (in-person attendance recommended)	4 days per year
PCACAC Conference	4 days per year
PCACAC Executive/Full Board Meetings	2 in-person/3 virtual days per year
Monthly committee meetings	12 days per year
Monthly Check in with Leadership Team Liaison	12 days per year
Planning and preparation	24 days per year

## PCACAC Position Description – Advancement Committee Chair Three-Year Term

---

The responsibilities of the Advancement Committee Chair include:

- Serve as a voting member of the Executive Board
- Develop long-term and annual fundraising plans to secure vital funds in support of PCACAC’s mission
- Secure sponsorships for PCACAC programs and events, focusing on the annual conference and Summer Institute
- Explore new fundraising projects and initiatives to diversify and grow future funding sources and pipelines
- Provide regular reports to the Leadership Team and Executive Board on the progress of fundraising opportunities, ensuring transparency and accountability
- Collaborate with other committees and leaders to align fundraising strategies with organizational goals.
- Build and maintain relationships with sponsors and donors to foster long-term support
- Advocate for the value of advancement efforts within PCACAC and encourage a culture of giving among members

Estimated Time Commitment for the Advancement Committee Chair:

NACAC Conference (in-person attendance recommended)	4 days per year
PCACAC Conference	4 days per year
PCACAC Executive/Full Board Meetings	2 in-person/3 virtual days per year
Monthly committee meetings	12 days per year
Monthly Check in with Leadership Team Liaison	12 days per year
Planning and preparation	24 days per year

## PCACAC Position Description – College Fair Committee Chair Three-Year Term

---

The responsibilities of the College Fair Committee Chair include:

- Serve as a voting member of the Executive Board
- Serve as a liaison between the PCACAC Leadership Team, Executive Board, NACAC staff and the chairpersons of each NACAC College Fair held in the PCACAC region
- Plan, coordinate and execute PCACAC-sponsored college fairs throughout the year
- Lead the College Fair Committee in its charge to assist high schools and colleges in Maryland, Virginia, West Virginia, Delaware, and the District of Columbia, by combining efforts and resources within geographic regions, to maximize the potential for access at college fairs and college nights
- Assist college admission and high school personnel within regions to promote, organize, and coordinate college fairs to avoid duplication of effort
- Create and update all college fair committee materials and save in Box
- Update and maintain a college fairs schedule/database on PCACAC website with dates, times, locations, directions, contact information, colleges attending.
- Research new ways to interact with high schools, community based organizations, IECs and community to enhance the potential for increased marketing of college fairs

Estimated Time Commitment for the College Fair Committee Chair:

NACAC Conference (in-person attendance recommended)	4 days per year
PCACAC Conference	4 days per year
PCACAC Executive/Full Board Meetings	2 in-person/3 virtual days per year
Monthly committee meetings	12 days per year
Monthly Check in with Leadership Team Liaison	12 days per year
Planning and preparation	24 days per year

## PCACAC Position Description – Communications Committee Chair Three-Year Term

---

The responsibilities of the Communications Committee Chair include:

- Serve as voting member of the Executive Board
- Lead the Communications Committee in defining and promoting PCACAC as the leader in post-secondary education counseling of various constituencies, including higher education institutions, secondary institutions, and media outlets
- Oversee the monthly production and distribution of *The Anchor Splash* membership newsletter and any other PCACAC publications and marketing initiatives
- Engage in relevant activities to promote PCACAC's positive brand and image
- Maximize communication and service to the Association's membership and its various constituencies utilizing all communications means including PCACAC website, social media and member email list
- Promote and review of PCACAC events with an emphasis on the PCACAC annual conference, Coming Together Pre-Conference, Summer Institute, professional development opportunities, college fairs, and more
- Determine committee and SIG liaisons that meet with chairs regularly to collaborate on content to amplify and promote committee activities via social media, the website, and Anchor Splash
- Manage and update annual communications plan and calendar in collaboration with the Executive Assistant and Leadership Team
- Maintain the PCACAC website in coordination with the Executive Assistant
- Monitor the usage of the PCACAC website as a professional tool
- Maintain a database of digital media reflecting photos, videos, and audio files from PCACAC events, conferences, and professional development opportunities
- Manage the development and production of The Anchor Exchange: A PCACAC P(c)odcast

Estimated Time Commitment for the Communications Committee Chair:

NACAC Conference (in-person attendance recommended)	4 days per year
PCACAC Conference	4 days per year
PCACAC Executive/Full Board Meetings	2 in-person/3 virtual days per year
Regular communication with SI and Conference Chairs	8 days per year
Regular committee meetings (every three weeks)	17 days per year
Monthly Check in with Leadership Team Liaison	12 days per year
Social Media Planning and Posting	1 day per week

## PCACAC Position Description – Conference Planning Committee Chair Three-Year Term

---

The responsibilities of the Conference Planning Committee Chair include:

- Serve as voting member of the Executive Board
- Lead the Conference Planning Committee, in conjunction with the Leadership Team, to design, plan, and execute the annual conference for the Association, including conference theme, goals and professional content, speakers, workshops/sessions, and evaluation tools; coordinate local programs around the conference with appropriate standing committees
- Along with the Leadership Team, develop projected calendar of dates and places for the conference to maximize attendance and cost-effectiveness
- Collaborate with other committees to execute various aspects of the conference such as the Professional Development Committee, Sessions Committee Chair, SIGS, etc.
- Establish and oversee conference planning subcommittees charged with specific areas of responsibility
- Develop and manage a conference budget in conjunction with the Finance Vice President
- Provide periodic reports for the Leadership Team and Executive Board and Membership with conference updates
- Coordinate site visits for appropriate members of the Leadership Team, Executive Assistant, and Conference Planning Committee
- Attend Leadership Team Committee meetings as requested

Estimated Time Commitment for the Conference Planning Committee Chair:

NACAC Conference (attendance recommended)	4 days per year
PCACAC Conference	4 days per year
PCACAC Executive/Full Board Meetings	2 in-person/3 virtual days per year
Committee Chair/Vice Chair meetings	biweekly/weekly closer to conference
Site Visits	6 days per year
Committee meetings	2 days/month or as needed
Monthly Check in with Leadership Team Liaison	12 days per year
Planning and preparation	35 days per year

**PCACAC Position Description – Bylaws & Governance Committee Chair**  
**Three-Year Term**

---

The responsibilities of the Bylaws & Governance Committee Chair include:

- Serve as voting member of the Executive Board
- Lead the Bylaws & Governance Committee in carrying out their responsibilities
- Provide regular governance education to the Executive Board
- Ensure Association actions are in compliance with PCACAC Bylaws, Articles of Incorporation, and Virginia state law, consulting with NACAC governance liaison as needed
- Support Committee Chairs in documenting the policies, procedures, and practices that guide their work
- In collaboration with the Leadership Team, create and maintain a centralized library of governance documents, policies, and procedures
- In collaboration with the Leadership Team, maintain records of Committee Chair term lengths to ensure leadership continuity
- Review the PCACAC Bylaws on an annual basis in order to make sure they are current and in accord with the Bylaws for NACAC and best serve the needs of PCACAC and its Leadership Team
- Clarify and interpret the Bylaws as questions arise
- Provide language for proposed Bylaws changes as needed
- Conduct a vote of the general membership when changes are made to the Bylaws
- Submit Bylaws changes to PCACAC’s Executive Assistant and also to NACAC at the conclusion of the spring general membership meeting
- Review the PCACAC Procedure Manual on an annual basis in conjunction with the Leadership Team
- Coordinate with the Leadership Team, Executive Board, and Committee Chairs when changes are made to the Procedure Manual
- The Chair of the Bylaws and Governance Committee will serve as a non-voting ex-officio member of the Nominating Committee

Estimated Time Commitment for the Bylaws & Governance Committee Chair:

NACAC Conference (in-person attendance recommended)	4 days per year
PCACAC Conference	4 days per year
PCACAC Executive/Full Board Meetings	2 in-person/3 virtual days per year
Monthly Committee meetings	12 days per year
Monthly Check in with Leadership Team Liaison	12 days per year
Planning and preparation	24 days per year

## PCACAC Position Description – Current Trends and Future Issues Committee Three-Year Term

---

The responsibilities of the Current Trends and Future Issues Committee Chair include:

- Serve as a voting member of Executive Board
- Lead the Current Trends and Future Issues Committee in its charge to research and build awareness among PCACAC members of important practices, changes, and concerns in the college admission profession
- Conduct appropriate research (e.g., surveys or interviews of PCACAC members, students, or parents, etc.) on pertinent admissions trends, and present research findings to PCACAC members through annual conference sessions and other means
- Work effectively with the PCACAC Executive Board to communicate admissions trends affecting PCACAC members and institutions
- Coordinate the CTFI Annual Update session for the Annual Conference including submitting session proposals, facilitating presentation slides, and coordinating speakers
- Encourage dialogue among PCACAC members on admissions trends
- Provide periodic committee reports to PCACAC Executive Board and Leadership Team or as requested by President

Estimated Time Commitment for the Current Trends and Future Issues Committee Chair:

NACAC Conference (in-person attendance recommended)	4 days per year
PCACAC Conference	4 days per year
PCACAC Executive/Full Board Meetings	2 in-person/3 virtual days per year
Monthly Committee meetings	12 days per year
Monthly Check in with Leadership Team Liaison	12 days per year
Planning and preparation	24 days per year

**PCACAC Position Description – Government Relations Committee Chair**  
**Three-Year Term**

---

The responsibilities of the Government Relations Committee Chair include:

- Serve as a voting member of the Executive Board
- Lead the Government Relations Committee in its charge to be a catalyst, heightening awareness and sensitivity to federal, state, and local educational issues
- Inform and educate the membership on important legislative issues at the local, state and federal levels
- Promote PCACAC, through education and public policy efforts, as the premier source of information in the region on issues related to college access and transition
- Develop relationships with other educational agencies and government officials and establish a vehicle to maintain open communication among those involved in and affected by educationally related legislation
- Strengthen committee membership to include a state-level subcommittee (aspirational) and chair for each of the five regions in the affiliate (DC, VA, MD, DE, WV). Support the state/district-level leadership for an annual advocacy day effort in each region
- Serve as a liaison to NACAC’s Director of Advocacy and assist in advancing that Association’s advocacy priorities among PCACAC members through all available channels
- Assist in planning National Advocacy Day on Capitol Hill in Washington, D.C., by acting as liaison for planning team
- Develop avenues for dialogue with local policy-making communities and with allied associations
- Establish mechanism for monitoring, reporting and taking action on state and federal legislation important to PCACAC and to secure a list of PCACAC members of Congress.
- Work with PCACAC’s leadership to formulate the Association’s view/position on legislative issues
- Provide periodic committee reports to Executive Board and Leadership team or as requested by President

Estimated Time Commitment for the Government Relations Committee Chair:

NACAC Conference (in-person attendance recommended)	4 days per year
PCACAC Conference	4 days per year
PCACAC Executive/Full Board Meetings	2 in-person/3 virtual days per year
National Advocacy Day	1 day per year
Regional Advocacy Days	As available
Monthly Committee meetings	12 days per year
Monthly Check in with Leadership Team Liaison	12 days per year
Planning and preparation	24 days per year

**PCACAC Position Description – Inclusion, Access & Success Committee Chair**  
**Three-Year Term**

---

The responsibilities of the Inclusion, Access & Success Committee Chair include:

- Serve as voting member of the Executive Board
- Lead the Inclusion, Access & Success Committee in its charge to be a catalyst, heightening awareness and sensitivity to the issues of culture, race, human rights, religion, persons with disabilities, gender, age, sexual preference and other differences and infusing the following values in all PCACAC endeavors: respect, education and communication, access and equity, inclusiveness and engendering a sense of community
- Promote the integration of the committee mission into all aspects of the Association and serve as the advocate for “people issues”
  - Voice issues/concerns and bring new ideas to our organization
  - Identify the needs of underrepresented students in the pursuit of educational goals
  - Educate PCACAC members and member institutions so they can properly address the needs of underresourced students.
  - Encourage multicultural activity and awareness among PCACAC membership
  - Coordinate the following programs using a sub-committee system: Joining Hands for College, Marion Flagg Scholarship Program, Student Support Grant Program, Coming Together Conference (preceding the annual conference) and other programs as identified by PCACAC
  - Consult with Conference Sessions Chair in support of sessions that address issues related to diversity, equity and inclusion; develop annual conference session when requested by Conference Sessions Chair.
  - Encourage involvement with PCACAC, through committee work and program participation
  - Keep abreast of policies and programs at the national level and incorporate them as appropriate
  - Identify underresourced populations within PCACAC, engage them in committee activities and develop and implement strategies to increase diverse representation in leadership
- Develop and promote programs that foster and ensure a supportive environment for students and professionals
- Review nominations for the Impact Award and propose finalists
- Promote awareness of changing demographics and the implications for the counseling community and the students it serves
- Serve as a liaison to the NACAC and other state and regional IAS Committees
- Assist the Association in developing recommendations that assist in the expansion of equal access to postsecondary educational opportunities
- Coordinate programs and workshops that foster an appreciation of diversity and an understanding of human relations issues
- Work with the IAS Committee in planning the annual events as deemed appropriate and relevant

Estimated Time Commitment for the Inclusion, Access and Success Committee Chair:

NACAC Conference (in-person attendance recommended)	4 days per year
PCACAC Conference	4 days per year
Coming Together Pre Conference	1 day per year
PCACAC Executive/Full Board Meetings	2 in-person/3 virtual days per year
Monthly Committee meetings	12 days per year
Monthly Check in with Leadership Team Liaison	12 days per year
Planning and preparation	24 days per year

**PCACAC Position Description – Membership Committee Chair**  
**Three-Year Term**

---

The responsibilities of the Membership Committee Chair include:

- Serve as a voting member of Executive Board
- Lead the Membership Committee in its charge to retain current members while increasing the overall membership through a variety of targeted activities
- Coordinate and implement membership drives
- Facilitate communication with member institutions and individuals concerning their membership status
- Maintain, in concert with the Executive Assistant, a current demographic membership database
- Work effectively with the Leadership Team to promote the advantages of being a member
- Create, review, and revise membership applications and procedures.
- Proactively seek opportunities to promote the benefits of membership
- Serve as liaison to NACAC’s Membership Services and promote NACAC membership
- To be responsible for the promotion of association membership among prospective, new, and returning members.
- Devise plans for, and actively participate in, the recruitment of new members, especially within underrepresented populations.
- Coordinate sponsorship opportunities for prospective members who do not have the resources to join PCACAC.

Estimated Time Commitment for the Membership Committee Chair:

NACAC Conference (in-person attendance recommended)	4 days per year
PCACAC Conference	4 days per year
PCACAC Executive/Full Board Meetings	2 in-person/3 virtual days per year
Monthly Committee meetings	12 days per year
Monthly Check in with Leadership Team Liaison	12 days per year
Planning and preparation	30 days per year

## PCACAC Position Description – Past Presidents Committee Chair Three-Year Term

---

The responsibilities of the Chair of the Past Presidents Committee shall include:

- Serve as voting member of the Executive Board
- Steward of PCACAC Strategic Plan with the President
  - Reviewed annually before the summer board meeting
  - Reviewed for updates and revisions every two years; suggestions presented at summer board meeting for discussion and approval
- Help identify and develop new leadership for the organization
- Consult with Leadership Team on revisions on Procedure Manual as needed.
- Supervise nomination, selection, and recognition of the recipient at the PCACAC spring conference for the John A. “Jack” Blackburn Award for Ethics in College Admission
- Meet with past presidents of PCACAC at spring conference each year and as needed at other times, in-person or virtually

Estimated Time Commitment for the Past Presidents Committee Chair:

NACAC Conference (in-person attendance recommended)	4 days per year
PCACAC Conference	4 days per year
PCACAC Executive/Full Board Meetings	2 in-person/3 virtual days per year
Coordinating Blackburn Award	2 days per year
Review of Strategic Plan	2 days per year
Monthly Check in with Leadership Team Liaison	12 days per year
As needed committee meetings	4 days per year

## PCACAC Position Description – Professional Development Committee Chair Three-Year Term

---

The responsibilities of the Professional Development Committee Chair include:

- Serve as a voting member of the Executive Board
- Lead the Professional Development Committee in its charge to determine and address the educational needs of those serving students and their families in transition to postsecondary education especially where access to professional development funds are limited
- Provide training and professional education opportunities that are in concert with NACAC’s *Fundamentals of College Admission Counseling*, and cultivating participation in professional development among all who serve students and families
- Evaluate and review professional education programs for content, quality, and appropriateness to those involved with the college counseling and admission process
- Develop and implement professional development opportunities, especially for those who may encounter difficulty in accessing such activities
- Coordinate with other standing committees to deliver professional development programs and services
- Explore new and innovative ways to deliver professional development products, programs, and services
- Nurture, encourage and train committee members to become leaders
- Identify, through programming, future leaders within the Association
- Collaborate with the Conference Planning Committee and Summer Institute on curriculum efforts
- Work with the committees in strategically planning and implementing programmatic efforts that address areas of professional development
- Assist in expanding professional growth among members of PCACAC as well as enhancing and promoting our profession outside of PCACAC
- Provide support for all programs, analyze needs for future professional development, and collaborate with other PCACAC standing committees
- Serve on the Conference Session Selection Committee
- Manage subcommittees including Ann Powell Mentoring Program and Conference Scholarships

Estimated Time Commitment for the Chair of Professional Development:

NACAC Conference (in-person attendance recommended)	4 days per year
PCACAC Conference	4 days per year
PCACAC Executive/Full Board Meetings	2 in-person/3 virtual days per year
Conference Planning Committee meetings	8 days per year
PCACAC Summer Institute (in-person attendance recommended)	3 days per year
Monthly Professional Development Committee meetings	12 days per year
Workshops and Programs	4 days per year
Monthly Check in with Leadership Team Liaison	12 days per year
Planning and preparation	24 days per year

**PCACAC Position Description – Special Interest Groups (SIG) Committee Chair**  
**Three-Year Term**

---

The responsibilities of the Special Interest Groups Committee Chair include:

- Serve as a voting member of Executive Board
- Lead Special Interest Groups in their mission to nurture the growing diversity in our association by providing “micro” communities within which members can network and add value to their PCACAC membership experience.
- Conduct appropriate research (e.g., surveys or interviews of PCACAC members, students, or parents, etc.) on admissions trends, and present research findings to PCACAC members through annual conference sessions or other means
- Connect SIG groups and other PCACAC committees to facilitate opportunities for professional development reaching beyond the PCACAC membership impacting at-risk populations.
- Serve as liaison to the NACAC Special Interest Group (SIG) Committee
- Attend the national committee meeting at the NACAC annual conference to represent PCACAC and its interests
- Encourage dialogue among PCACAC members on issues affecting Special Interest Groups
- Provide periodic committee reports to PCACAC Board

Estimated Time Commitment for the Special Interest Group Committee Chair:

NACAC Conference (in-person attendance recommended)	4 days per year
PCACAC Conference	4 days per year
PCACAC Executive/Full Board Meetings	2 in-person/3 virtual days per year
Monthly Committee Meetings w/SIG Chairs	12 days per year
Monthly Check in with Leadership Team Liaison	12 days per year
Planning and Preparation	24 days per year

**PCACAC Position Description–Summer Institute Committee Chair  
Three-Year Term**

---

The responsibilities of the Summer Institute Committee Chair include:

- Serve as voting member of the Executive Board
- Lead the Summer Institute Committee, in conjunction with the President-Elect and the Professional Development Committee Chair, to design, plan, and execute PCACAC’s annual Summer Institute, including goals and professional content, speakers, workshops/sessions, and evaluation tools.
  - Establish and oversee Summer Institute planning committees charged with specific areas of responsibility
- Fully engage and participate in Summer Institute, including but not limited to staying in the residence halls with participants and faculty
- Develop projected calendar of dates and host institutions for Summer Institute to maximize attendance and cost-effectiveness
- Develop and manage a conference budget in conjunction with the Finance Vice President and Executive Assistant
- Provide periodic progress reports to the Leadership Team on Summer Institute plans
- Attend Finance Committee meetings as requested

Estimated Time Commitment for the Summer Institute Committee Chair:

NACAC Conference (in-person attendance recommended)	4 days per year
PCACAC Conference	4 days per year
PCACAC Executive/Full Board Meetings	2 in-person/3 virtual days per year
Summer Institute program	4 days per year
Summer Institute Site Visit	2 days per year
Monthly Committee meetings	biweekly leading up to Summer Institute
Monthly Check in with Leadership Team Liaison	12 days per year
Planning and preparation	24 days per year

**PCACAC Position Description – PCACAC Executive Assistant (Ex-officio)**  
**Renewable, One-Year Appointment**

---

The responsibilities of the **Executive Assistant** include:

- Serve as ex-officio (non-voting) member of the Leadership Team and all PCACAC committees; attend select meetings to understand committee challenges and/or to present issues/priorities
- Assist the President in planning of Leadership Team, Executive Board and Full Board meetings in accordance with PCACAC Bylaws; attend meetings
- Assist all Executive Board members with the goals and objectives of PCACAC; provide resources associated with the governance of all committees
- In coordination with the Executive Board, update the annual calendar each year
- Collect and distribute committee reports for all Standing Committee Chairs
- Assist the Conference Planning Chair by coordinating efforts with committee members and sending messages to members/non-members regarding sessions and events; assist Conference Planning Chairs with budget in consultation with the Finance Vice President
- Assist the Professional Development Committee Chairs with all workshops, special programs, and the Summer Institute (SI); assist Summer Institute Chairs with budget planning in consultation with the Finance Vice President
- Receive and deposit revenues for the Association; monitor accounts receivables and invoice as needed
- Maintain the PCACAC office and provide quality service to its members
- Maintain digital account ownership and access for the association including but not limited to MemberClicks, Gmail and Box
- Take meeting minutes in the absence of the Executive Vice President

Time commitment for the Executive Assistant averages 20 hours per week.

## **PCACAC Position Description – Ann Powell Mentor Program Committee Coordinator**

### **Three-Year Term**

---

The responsibilities of the Ann Powell Mentor Program Committee Coordinator include:

- Lead the Ann Powell Mentor Program Committee, in conjunction with the Professional Development Committee, to recruit mentors and mentees for the program
- Develop a calendar of dates for meetings for the committee and professional development opportunities for the current year’s mentor/mentee group
- Provide periodic progress reports to the Professional Development Committee Chair
- Coordinate with the Executive Assistant to send out mentor and mentee applications
- Communicate with mentors and mentees throughout the year to ensure positive matches have been made

Estimated Time Commitment for the Ann Powell Mentor Program Committee Coordinator:

PCACAC Conference	4 days per year
Committee Chair/Vice Chair meetings	bimonthly/monthly
Planning and preparation	25 days per year

## **PCACAC Position Description – Conference Scholarships Coordinator**

### **Three-Year Term**

---

The responsibilities of the Conference Scholarships Committee Coordinator include:

- Lead outreach and selection efforts for Conference and Summer Institute Scholarships, including the Marion Flagg Scholarship Program
- Update scholarship applications
- Develop a calendar and materials for scholarship outreach and selection
- Coordinate with Executive Assistant and Communications Committee to promote scholarship opportunities
- Collaborate with Professional Development, IAS, Conference Planning, and Summer Institute Chairs on scholarship selection
- Serve on the Conference Planning Committee and attend committee meetings leading up to conference
- Communicate and confirm attendance of scholarship winners at conference or Summer Institute
- Serve as point person for scholarship winners during the conference

Estimated Time Commitment for the Conference Scholarships Coordinator:

PCACAC Conference	4 days per year
Committee Chair/Vice Chair meetings	bimonthly/monthly
Conference Committee Meetings	biweekly/weekly leading up to conference
Summer Institute Meetings	monthly/bimonthly leading up to SI
Planning and preparation	15 days per year

**PCACAC Position Description – Coming Together Coordinator**  
**Three-Year Term**

---

The responsibilities of the Coming Together Coordinator include:

- Coordinate with the Conference Planning Committee to secure date, time, and venue for the Coming Together pre-conference events
  - Includes site visits, coordination with venue staff, and arranging lunch for attendees
- Form and hold regular planning meetings with the Coming Together Committee to guide logistics, assign responsibilities, and plan advertising
- Coordinate the selection of two conference PD sessions and one group activity
  - Vet and select proposals for the sessions
  - Collaborate with committee members to design and plan the group activity
  - Work with presenters to ensure they have necessary resources and support
- Liaise with the Inclusion, Access, and Success (IAC) Chair to ensure requests (budget, materials, catering, A/V, etc.) are addressed
- Collaborate with the Marketing/Communications team to promote registration and attendance at event
- Prepare and maintain a planning timeline and task list to ensure deadlines are met
- Monitor registration numbers and communicate updates to the Conference Planning Committee and IAS Chair
- Oversee day-of event logistics, including attendee arrival, registration, parking, and hospitality
- Assign and coordinate day-of responsibilities with committee members
- Provide on-site support to presenters and activity leaders to ensure smooth execution
- Conduct post-event wrap-up, including:
  - Collecting feedback from attendees and committee members
  - Submitting a summary report of successes, challenges, and recommendations for future Coming Together events

Estimated Time Commitment for the Coming Together Coordinator:

PCACAC Conference	4 days per year
Coming Together Conference	1 day per year
Committee Chair/Vice Chair meetings	bimonthly/monthly
Coming Together Committee Meetings	biweekly/weekly leading up to conference
Planning and preparation	20 days per year

**PCACAC Position Description – Student Support Coordinator**  
**Three-Year Term**

---

The responsibilities of the Student Support Coordinator include:

- Advertise and administer the Student Support Grant to a PCACAC member to support their outreach work
- Plan and execute a service project for PCACAC Members and the community. Typically this is done around conference, but an alternative time is appropriate

**PCACAC Position Description – Joining Hands Coordinator**  
**Three-Year Term**

---

The responsibilities of the Joining Hands Coordinator include:

- Plan and execute at least one community event to assist under-resourced student populations with the college application process.
- Advertise and recruit student/family participants for the event
- Recruit and manage volunteers for the event

## Filling Open Position

---

### Filling Open Non-Elected Board Positions

#### Term

Each Chair and Vice Chair are asked to serve for a three-year term. This term can be renewed for an additional three years at the agreement of the Chair and the Leadership Team. At the end of a Chair's term or if the Chair resigns, the Vice Chair is asked if they wish to assume the role of Chair for the remainder of the term. This invitation is contingent upon successful performance as Vice Chair. If the Vice Chair is unwilling or unable to assume the role of Chair, the President will appoint a Chair to complete the remaining term with approval of the Executive Board.

#### Call for Nominations

- Create nominations form
- Open call for nominations to membership no later than February for all open positions starting July 1
  - Advertise open positions at conference
  - Committee Fair after conference to answer any questions
  - Advertise in Anchor Splash and email to members
- Solicit interest from current committee member
- In winter, a virtual town hall meeting will be held to discuss the open positions

#### Reviewing Nominations and Selecting New Board Members

- Nominations reviewed by Leadership Team and current committee Chairs.
- Considerations include:
  - Commitment to PCACAC
  - Commitment to committee applying to
  - Previous experience relevant to position
- Phone call with viable candidates to further discuss position and commitment
  - Done by Leadership Team committee liaison
- Communication done by Leadership Team with all candidates who are not selected
- Leadership Team votes to confirm Chairs/Vice Chairs
- Executive Board votes to confirm Chairs

#### Leadership Team Election

The charge of the Nominating Committee is to identify and advance for election the strongest candidate(s) for office. In consultation with the Leadership Team, the Nominating Committee should establish priorities for the skills and experience needed for each open office based on current needs. These priorities will be in addition to the candidate qualifications stated in the bylaws: "Candidates for elected offices are expected to have demonstrated commitment to the goals and objectives of PCACAC and/or NACAC through involvement in its activities, such as service on one or more committees or membership on the Executive Board."

#### Formation of the Nominating Committee

- The Nominating Committee shall be composed of five members, including the Immediate Past President (who shall serve as chair) and the preceding Past President.
- In November, the Chair will recommend to the Leadership Team nominations for **the remaining three members**, ensuring:
  - Representation from diverse institutional types (public/private high schools, colleges, CBOs, etc.)
  - Geographic diversity within the PCACAC region
  - Racial, ethnic, and gender diversity where possible
- By the end of November, the Leadership Team will discuss, approve and appoint the remaining three members of the nominating committee.
- The Chair of the Bylaws and Governance Committee will serve as a non-voting ex-officio member of the Nominating Committee.

### Call for Nominations

- A call for nominations will be sent to the full membership no later than December 1 of each year
  - Members may self-nominate or nominate others (with the nominee's consent)
  - Nominations must include a statement of interest, resume/CV, institutional support form, and a brief biography
  - In winter, a virtual town hall meeting will be held to discuss the open positions
  - Deadline for nominations is mid January

### Vetting and Selection Process

- The Nominating Committee will:
  - Review all nomination materials based on:
    - Priorities established by the Leadership Team based on current needs
    - Commitment to PCACAC's mission and values
    - Demonstrated leadership and service within PCACAC or similar organizations
    - Skills related to the open position
  - Discuss feedback received from the Leadership Team
  - Conduct interviews if needed for clarification
  - Ensure a balanced and inclusive slate aligned with current and future organizational needs
  - Consideration should be made for institutional, geographic, and demographic representation within the PCACAC membership
  - Review all nomination materials submitted by nominees by the deadline set forth by the call for nominations
  - Nominating committee will contact all applicants to notify them of their candidacy or non selection status no later than 15 days prior to the slate being made public

### Single-Slate Guidance

The Nominating Committee may use single-slating as a tactic for filling an open office in the following situations:

- There is only one applicant.
- There are multiple applicants, but one possesses a clear advantage with respect to skills and experience established by the Nominating Committee in consultation with the Leadership Team.

***In all other situations, the Nominating Committee should err on the side of advancing multiple candidates for any open office.*** In any instance, the Nominating Committee will follow the Procedure Manual's guidance with respect to communication with applicants.

Because its composition changes annually, the Nominating Committee does not have the authority to promise any applicant a spot on a future year's slate.

### Presentation of the Slate

- A slate of candidates will be:
  - Shared with the Leadership Team for informational purposes (not approval) to ensure transparency no later than 10 days prior to the slate being made public.
  - Emailed to all candidates from the chair of the nominating committee one day prior to the slate being made public to the membership.
  - Posted to the membership at least two weeks prior to the start of the annual conference, with applicant bios and resumes.

### Election

- The membership will vote electronically during a designated voting window two weeks prior to the opening date of the Annual PCACAC conference
- Winners are determined by a majority of votes cast and if quorum is met

**Post-Election Transparency**

- Results are communicated to all candidates and then publicly announced to the membership.
- The Nominating Committee Chair provides a summary report (non-confidential elements) to the Leadership Team on the process, including:
  - Total number of nominations received
  - Overview of selection priorities
  - Any recommended changes to future processes

## PCACAC Annual Awards

---

### Richard L. Apperson Award Procedures

The Richard L. Apperson Award, named in honor of PCACAC's first president, is the association's highest honor presented to a PCACAC member. It is awarded annually to a member whose career embodies the ideals of the association - providing extraordinary service to students, to PCACAC and to the college counseling profession.

- The Leadership Team will make recommendation(s) to the Executive Board
- The Executive Board will review the recommendations and select the recipient at its winter meeting
- Current Leadership Team members and the past president shall not be eligible for the award
- Each award winner will be given an appropriately engraved cup and shall have temporary custody of the "Apperson Bowl" until the next annual conference. The bowl needs to be delivered to the engraver by March 1
- Awarded at annual conference

### Jack Blackburn Award Procedures

The John A. "Jack" Blackburn Award for Ethics in College Admissions was established by PCACAC in 2010 to honor the late Jack Blackburn, long-time Dean of Admission at the University of Virginia. Throughout his career, Jack served as an admirable role model promoting the highest ethical standards, integrity in our profession and equity in access to higher education. This award recognizes a member of our profession who exemplifies the qualities that made Jack Blackburn revered by his peers.

- A recipient will be selected each year if there is a qualified candidate. The recipient will be recognized at the annual PCACAC Annual Conference. Criteria will include:
  - Commitment to the high ethical standards of college admissions through sustained active involvement in the profession
  - Dedication to promoting equal access to higher education for all students
- Membership in PCACAC is not a criterion for selection but consideration will be given to professionals in the PCACAC region.
- The recipient will receive an engraved plaque to keep permanently. In addition, for one year, the recipient will keep the Blackburn Award, a perpetual plaque engraved and embossed with the PCACAC logo, listing the names of all recipients. The logo for the plaque will be either an engraved or embossed anchor, which is the PCACAC logo.
- The plaque needs to be delivered to the engraver by March 1.
- Awarded at annual conference
- Members of the PCACAC Past Presidents Committee will make recommendation(s) to the Leadership Team to select the recipient

### Impact Award Procedures

The PCACAC Impact Award is awarded to an individual or organization that has made a tangible influence to further access to higher education within the PCACAC region. As a regional affiliate, PCACAC has a clear history of producing leaders who impacted the growth of students and professionals in the admissions process, both at the regional level and through leadership in NACAC. This award seeks to honor individuals or organizations who have made opportunities for underresourced students in postsecondary education.

- Call for nominations from general membership
- A selection committee composed of the Leadership Team and IAS Chair will review candidates and make recommendation to executive board
- The Executive Board will review the list of recommendations and select a recipient at its winter meeting.
- Demonstrated Leadership in Advancing Access Initiatives: Evidence of proactive leadership in creating, implementing, or supporting programs and policies that promote access to higher education within the college admissions process.
- Tangible contributions impacting underresourced communities

- Membership in PCACAC is not a criterion for selection but special consideration will be given to professionals and organizations in the PCACAC region.
- Awarded at annual conference

### **Outstanding Counselor Award Procedures**

PCACAC is proud to have a strong membership of extremely talented people on all sides of the desk. In an endeavor to celebrate some of the best among us, the Nominating Committee encourages nominations for the “Counselor of the Year” Award. *Both the nominators and the nominees must be current PCACAC members.*

This award was created to recognize PCACAC members who go above and beyond in their work with students.

- Call for nominations from full membership
- The Nominating Committee reviews nominations and makes recommendation(s) to the Leadership Team who determines winners.

Selection criteria includes:

- Areas of expertise
- Impact on constituents in the admission process
- Advocacy for students and colleagues
- Commitment to equity and access for all
- Thoroughness in their daily work
- Innovation in the industry

### **NEXT Award Procedures**

Following the report and recommendations of the Ad Hoc Committee on Reimagining the NACAC-Affiliate Partnership, the NACAC Board of Directors approved moving forward with bylaws amendments to remove reference to the national delegates/Assembly as a part of the association’s governance structure. In recognizing the important professional development afforded by the role of delegate, the NACAC board asked staff to develop a new program to build the leadership capacity of next-generation affiliate leaders, and provide value for participants, their respective employers, affiliates, and NACAC.

NEXT is a one-year program. Each year, a cohort of participants will convene in-person on Thursday morning during the NACAC Conference. NEXT participants will have the opportunity to join virtual quarterly sessions throughout the year focused on leadership topics, presented by NACAC staff and volunteer leaders.

PCACAC can nominate up to three individuals for this program. They should be early to mid-career professionals who are also NACAC members.

You may nominate yourself for this opportunity or you may nominate another individual with their permission.

- Call for nominations from full membership
- Leadership Team reviews nominations and selects NEXT recipients

Considerations for Selection:

- Each participant must be a NACAC member.
- Each participant should be an early to mid-career professional.
- Each participant must be a member of a PCACAC committee.
- Attendance at the in-person NEXT Session during the NACAC annual conference is strongly desired.
- Having institutional support to attend this session and attend virtual sessions during the year is necessary.

## **Rising Star Procedures**

The Rising Star Award honors individuals and/or programs that exemplify excellence and dedication to serving the needs of students in the transition from high school to college. This award encourages NACAC affiliates to look within their associations, identify and nurture those new members and programs that are deserving of this honor and also encourage the honorees to continue their professional development through membership in NACAC.

- Anyone who exemplifies excellence and dedication to serving students in their transition from high school to college
- PCACAC members who are working to make a difference within the affiliate region (VA, DC, MD, WV, DE)
- Individuals who have been in the profession for no more than 5 years
- Programs that are less than 5 years old
- Call for nominations from full membership
- Leadership Team reviews nominations and selects Rising Star recipients

The recipient of this award is chosen by the PCACAC Nominating Committee and Leadership Team based on nominations submitted by affiliate members. The PCACAC Rising Star honoree will be nominated by PCACAC for NACAC's national Rising Star Award.

Rising Star Award recipients will be recognized by NACAC at the National Conference. Attendance at the conference is not required. PCACAC does not provide financial support for conference travel or registration fees.

## **Emeritus Award Procedures**

PCACAC provides special Emeritus recognition to members who have retired from their professional responsibilities and have been highly visible for an extended period of time within PCACAC. These individuals have rendered significant contributions/leadership in support of the Association's programs and activities. For this, they have been awarded a complimentary, lifetime, non-voting membership in PCACAC, and a certificate of commendation.

- The Leadership Team or Executive Board may make recommendation(s) for Emeritus consideration
- The Executive Board will review the recommendations and select recipients at its winter meeting.

## **Honorary Award Procedures**

Honorary Awards recognize outstanding contributions/Leadership by those who have been a full-time professional in the area of high school counseling and/or college admissions for a minimum of five (5) years; and have been highly visible within PCACAC and have rendered significant contribution/leadership in support of the Association's programs and activities; and are leaving the profession, although not retiring, OR are leaving a PCACAC member institution to assume similar professional responsibilities at an out of region, non-member institution.

- The Leadership Team or Executive Board may make recommendation(s) for Honorary consideration
- The Executive Board will review the recommendations and select recipients at its winter meeting.

## Communications Procedures and Guidelines

---

### Anchor Splash

Distribution:

- Anchor Splash is distributed monthly except the month of July

Publication Calendar:

- Anchor Splash publication calendar is created and updated each year in August by the President and the Executive Assistant with input from the Anchor Splash publisher.

Publication Process:

- Call for submissions sent to all board members by Anchor Splash creator at beginning of each month
- Creator puts together content by agreed upon deadline each month
- Executive Assistant reviews one final time and sends to members and prospects through MemberClicks database

### Communication Brand Guidelines and Procedures

Brand Voice and Tone

- Voice:  
Professional, Inclusive, Collaborative
- Tone:  
Positive, Empowering, Respectful, Clear

Logo Usage

- The PCACAC logo must appear clearly and consistently on all official communications.
- Maintain clear space around the logo (no text or graphics within 0.25 inches of the logo).
- Do not alter the logo's colors, proportions, orientation, or design.
- Preferred logo formats: PNG for digital use

Acceptable versions

- Full-color logo (primary use)
- White/reversed logo (for dark backgrounds)
- Black logo (for grayscale printing)

Unacceptable use

- Distorted or rotated logos
- Use over busy backgrounds
- Use of old or unofficial versions

*Logo files are available by request from the PCACAC Communications Committee or the Executive Assistant.*

### Color Palette

The PCACAC brand colors reflect professionalism and our regional identity:

Color	Hex	RGB	Use
Navy Blue	#003366	0, 51, 102	Primary color – logo, headers
Light Blue	#6699CC	102, 153, 204	Accent color – backgrounds, links
Gray	#666666	102, 102, 102	Body text, secondary content
White	#FFFFFF	255, 255, 255	Background, negative space
Yellow	#FDBF3C	253, 191, 60	

### Typography

- **Primary Font:** Arial (default for internal/external digital communications)

- **Secondary Font:** Georgia or Times New Roman (for formal documents)  
**Web Font:** Open Sans or Roboto (for PCACAC website)

### **Imagery**

Images should reflect PCACAC’s membership and student population.

When selecting images for use:

- Prioritize high-quality, inclusive photos.

Photos of individuals should have consent when used in publications or digital media.

Email and Communication Signatures

All official PCACAC communications must include a standardized email signature for clarity and professionalism.

### **Standard Signature Template:**

[Your Full Name]

[Your Title/Committee Role]

PCACAC – Potomac and Chesapeake Association for College Admission Counseling

[Email Address] | [Phone Number (optional)]

www.pcacac.org

Follow us: [social media icons/links if applicable]

### **Social Media Guidelines**

- Use appropriate, mission-aligned content.
- Maintain professionalism in tone and language.
- Refrain from political endorsements or personal opinions under the PCACAC handles.
  
- Only approved administrators may post on behalf of PCACAC.

### **Merchandise and Branding Materials**

All branded items (e.g., shirts, banners, giveaways) must:

- Use the official PCACAC logo and colors
- Be approved by the Communications Committee and Leadership Team
- Be consistent with the tone and mission of PCACAC

### **Questions or Brand Approvals**

For any questions regarding brand use or to request design assistance or logo files, contact the **PCACAC Communications Committee and Leadership Team** at [info.pcacac@gmail.com](mailto:info.pcacac@gmail.com).

## Grant for Affiliate Impact by NACAC (GAIN) Application Process

---

### Establish Funding Priorities in Fall

Leadership Team reviews PCACAC's mission, strategic plan, and past GAIN fund use.

- Define categories that align with organizational values (e.g., access & equity programs, professional development grants, member support, student scholarships, innovation projects).

### Create Transparent Funding Guidelines

Leadership Team reviews GAIN application, funding amount offered from NACAC, and organizational needs.

Consider:

- Applying for the full amount offered.
- What will the funds be used toward (members only, partner orgs, schools, etc)
- Geographic or demographic priorities
- One-time vs. recurring support

Timeline:

- Immediately after priorities are finalized.

### Determine GAIN Fund Allocation Two Months Before Due Date

Leadership Team reviews total available GAIN funds and distribution window.

- % allocated to each funding category
- Emergency reserve % (if deemed necessary)

### Decision & Approval

The Leadership Team finalizes how GAIN funds will be allocated, and the funding application is returned to NACAC by the PCACAC President.

### Reporting & Accountability

Short impact report is prepared and submitted to NACA by the PCACAC Past President

- Shared report at Board Meeting, membership meetings & in newsletters for transparency.

### The following areas are eligible for funding by GAIN:

- New affiliate programs/initiatives
- Leadership development for affiliate board members
- Scholarships to affiliate programs
- Affiliate conference expenses
- Travel expenses associated with attendance at NACAC conferences for Rising Star recipients, NEXT participants, or affiliate staff (flight/accommodations only, registration fee excluded)
- Initiatives directly associated with NACAC's priorities, such as local/regional implementation of ad hoc committee outcomes, policy and advocacy, etc.

## Conference Site Selection

---

### Annual Conference

Selection of a conference site location should be secured at least two years out from a conference and preferably three years out. Site location is selected through the help of an outside party such as Conference Direct who help research possible options and present findings to members of the Leadership Team and Conference Committee Chair and Vice Chair. Site rotation takes into account serving various regions of PCACAC.

### Summer Institute

Selection of a Summer Institute site location should be secured at least one year out and preferably two years out. An open call for site proposals occurs during the summer/fall of each year. Leadership team vets the proposals and makes a selection based upon affordability, location, and support of host location.