



Procedure Manual

Updated January 2024

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 Vice President Finance
- The Executive Vice President
- PCACAC Executive Assistant – non-voting

The Leadership Team meets biweekly (virtual) throughout the year, at 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 Government Relations
- Chair of By-Laws/ Credentials
- Chair of Professional Development
- Chair of Admission Practices
- Chair of Advancement
- Chair of Inclusion, Access and Success
- Chair of Communications
- Chair of College Fairs
- Chair of Membership
- Chair of Current Trends/Future Issues/Delegate
- Chair of Past-President's Committee
- Chair of the Conference Planning Committee

The Executive Board meets at 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

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

All Executive Board and Leadership Team members must be individual voting members or their institution's principal voting member 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. This means that some part of the day will likely be spent on PCACAC business. All time commitments are estimates. The NACAC/PCACAC conferences are the times of the year when full day commitments are typically expected.

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 law 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 his/her individual interest. The Leadership Team and Executive Board member shall not use his/her PCACAC position for individual personal advantage. Before a Leadership Team or Executive Board member engages in a transaction which he or she should know may be of interest to PCACAC, he/she 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 he or she 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 President. Failure to meet this obligation may result in dismissal from the Leadership Team.
- PCACAC Executive Board: To meet twice 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 both PCACAC and 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 a formal end-of the year annual report
- To prepare, if appropriate, well-documented budget proposals for submission to the PCACAC Finance and Budget 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 his/her 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	2 days per year
Preparation/Planning: Leadership Team	biweekly (virtual) throughout the 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 Governance & Nominating; 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; to serve as Conference Sessions Committee Chair
- Serve as a member of and advisor to the Summer Institute Committee.
- 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
- Act as the group coordinator of the “Professional Practice and Development” committees (Conference Sessions Chair, conference sub-committees, Professional Development and sub-committees, Summer Institute and sub-committees, Special Interest Groups (SIGs) Ann-Powell Mentor Program) to encourage collaboration among committees, ensure on-going recruitment and participation of committee members, and provide committee reports during Leadership Team meetings, as needed.
- 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
- Participate, as requested, in other state and regional conferences
- To fulfill the three-year presidential cycle and the concomitant responsibilities
- Assist the President in ensuring the Leadership Team’s work is directed towards achieving the goals set forth in PCACAC’s Strategic Plan

Estimated Time Commitment for President-Elect:

NACAC Conference (in-person attendance recommended)	4 days per year
PCACAC Conference	4 days per year
PCACAC Executive & Full Board Meetings	2 in person/2 virtual days per year
Conference Planning Committee Meetings	35 days per year
Executive Board Meetings	4 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	30 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, 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 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, VP Finance & Executive Assistant)
- Represent PCACAC at NACAC’s LEAD (Leadership Engagement and Development) and any virtual NACAC LEAD programming as well as attendance at the NACAC Treasurers Development Institute.
- 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; attend select meetings to understand committee challenges, present issues or priorities
- Share with Vice President Finance all financial responsibilities of the Association
- Serve as counsel to the Association on membership concerns
- Serve as official spokesperson for the Association, with the right to delegate this responsibility
- Guide the work of the Past-President’s 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
- Assume other appropriate responsibilities as directed by the membership or Leadership Team
- 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.
- Serve next term as Immediate Past-President and Chair of the Nominating Committee
- Ensure the Leadership Team’s work is directed towards the goals set forth in PCACAC’s Strategic Plan
- 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.
- Attend site visits for annual conference
- 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 Pres-Elect, Past President and Finance Vice President) on contracts and Banquet Event Order.
- 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)	5 days per year
PCACAC Conference	5 days per year
NACAC LEAD (Leadership Engagement and Development)	summer in-person/monthly virtual meetings
Governance Committee Meetings	1 day 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/2 virtual days per year
Planning and preparation	30 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/Credentials, Government Relations, Inclusion Access & Success, Nominating) to encourage collaboration among committees, ensure ongoing recruitment and participation of committee members, and provide committee reports during Leadership Team meetings
- Chair the PCACAC Governance & Nominating Committee to select 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 towards 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)	4 days per year
Conference Planning Committee Meetings	35 days per year
Executive/Full Board Meeting	2 in-person/2 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	30 days per year

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

The responsibilities of the Vice President Finance 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 Planning Team to build yearly conference 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 Finance and Budget Manual 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 semi-annually to the general membership on the financial status of the Association
- Work closely with the part-time accountant
- Serve as a Chair of the PCACAC Finance and Budget Committee
- Work to develop Advancement Committee and support the creation of year-long sponsorship opportunities for PCACAC

Estimated Time Commitment for Vice President Finance:

NACAC Conference (in-person attendance recommended)	4 days per year
PCACAC Conference	4 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/2 virtual days per year
Finance and Budget Committee Meetings	4 days per year
Financial work/Planning and preparation	75 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, College Night and College Fairs, Counselor Resource Committees) to encourage collaboration among committees, ensure ongoing recruitment and participation of committee members, and provide committee reports during Leadership Team meetings
- Explore new and innovative ways to deliver information to members of the organization as well as community members and government leaders
- To record the minutes of all meetings of the Membership, Leadership Team, and Executive 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.
- Contact Committee Chairs to submit Committee Reports by the deadline set by the President
- Solicit monthly articles for “The Anchor Splash”

Estimated Time Commitment for the Executive Vice President :

NACAC Conference (recommended attendance)	4 days per year
PCACAC Conference	4 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/2 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
- Encourage and solicit standing committee membership from the general membership
- Convene monthly meetings of the standing committee to facilitate the work of the Association as directed in the charge to the committee or as requested by the President
- Provide progress reports to the Leadership Team as directed by the President
- Provide periodic reports to the general membership as directed by the President
- Prepare and submit standing committee budget requests, as directed by the President, for consideration by the PCACAC Finance & Budget Committee
- Approve and monitor all standing committee expenditures, in compliance with approved budget allocations
- Maintain accurate documentation of all standing committee expenditures, including receipts
- Communicate with the President, President-Elect, Immediate Past President and Executive Assistant regarding all committee meetings
- Grow leadership: appoint, mentor and train a Vice Chair who will assume the responsibilities for the committee in the absence of the chair and who will potentially move into the role of committee chair
- Promote diversity within the committee’s membership
- Appoint a member of the standing committee to serve as liaison to the Communications Committee

Estimated Time Commitment for Standing Committee Chairs:

NACAC Conference (in-person attendance recommended)	4 days per year
PCACAC Conference	4 days per year
PCACAC Executive/Full Board Meetings	2 in-person/2 virtual days per year
Monthly Committee meetings	12 days per year
Planning and preparation	24 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 adherence to ethical standards among member and non-member institutions
- Promote awareness among students & parents of ethical standards & 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 Meet 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/2 virtual days per year
Monthly Committee meetings	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 include:

- Serve as voting member of the Executive Board
- Develop long-term and annual fundraising plans that will generate funds to help support PCACAC’s mission
- Seek to secure sponsorships for all PCACAC programming
- Investigate new fundraising opportunities ranging from projects, activities and ideas for future use
- Submit regular reports to the Leadership Team and Executive Board on the progress of fundraising opportunities

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/2 virtual days per year
Monthly Committee meetings	12 days per year
Planning and preparation	24 days per year

**PCACAC Position Description – College Fairs and College Night Committee Chair
Three-Year Term**

The responsibilities of the College Fairs & College Night Committee Chair include:

- Serve as a voting member of the Executive Board
- Serve as a liaison between the PCACAC 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; regional PCACAC College Fairs serve students and generate revenue for PCACAC
- Lead the College Fairs 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
- Oversee National College Fairs Committees for Baltimore, Prince George’s County and Montgomery County
- Assist college admission and high school personnel within regions to promote, organize, and coordinate college fairs to avoid duplication of effort
- Create and update College Fair Chair Training Manual (located 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 Fairs 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/2 virtual days per year
Monthly Committee meetings	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* and any other PCACAC publications and marketing initiatives
- Engage in relevant activities to promote PCACAC’s positive image
- Maximize communication and service to the Association’s membership and its various constituencies utilizing all communications means including PCACAC website, social media and PCACAC E-List
- Promote all PCACAC events--annual conference, Coming Together Conference, Summer Institute, professional development opportunities,
- Advise the Leadership Team about emerging technologies
- Interact continuously with all PCACAC standing committees to use technology to enhance their individual and collective effectiveness
- Maintain the PCACAC website in coordination with the Executive Assistant
- Monitor the usage of the PCACAC website as a professional tool
- Enhance and improve the content and functionality of the website
- Inform the membership of PCACAC of new technologies beneficial to the profession
- Represent PCACAC in discussion and presentations on technology and technological challenges faced by the membership

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/2 virtual days per year
Monthly Committee meetings	12 days per year
Planning and preparation	24 days per year

PCACAC Position Description – Conference Planning Committee Chair

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 President-Elect and the Professional Development Committee, to design, plan, and execute the annual conference for the Association, including conference theme, goals and professional content, speakers, workshops/sessions, and evaluation tools; coordinating local programs around the conference with appropriate standing committees
- Develop projected calendar of dates and places for the conference to maximize attendance and cost-effectiveness
- Establish and oversee conference planning subcommittees charged with specific areas of responsibility
- Develop and manage a conference budget in conjunction with the Vice President of Finance
- Provide periodic progress reports to the Leadership Team on conference plans
- Attend Finance and Budget 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 and Full Board Meetings	4 days per year
Committee Chair/Vice Chair meetings	biweekly/weekly closer to conference
Subcommittee meetings	2 days/month or as needed
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
- Review the PCACAC By-laws 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 By-laws as questions arise
- Provide language for proposed By-law changes as needed
- Conduct a vote of the general membership when changes are made to the By-laws
- Submit by-law changes to NACAC at the conclusion of the spring general membership meeting
- Review the PCACAC Policy & Procedure Manual on an annual basis
- Coordinate with the Leadership Team, Executive Board and Committee chairs when changes are made to the Policy & Procedure Manual

Estimated Time Commitment for the Credentials 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/2 virtual days per year
Monthly Committee meetings	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 Board to elucidate admissions and trends and affecting PCACAC members and institutions
- Coordinate the CTFI Annual Update session for the Annual Meeting including submitting session proposals, facilitating presentation slides, and coordinating speakers.
- Encourage dialogue among PCACAC members on admissions trends
- Provide periodic committee reports to PCACAC Board

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/2 virtual days per year
Monthly Committee meetings	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 four states in the affiliate (VA, MD, DE, WV). Support the state-level leadership for an annual advocacy day effort in each state.
- Serve as a liaison to NACAC’s Director Advocacy and assist in advancing that Association’s advocacy priorities among PCACAC members through all available channels
- 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

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/2 virtual days per year
Monthly Committee meetings	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 needs of underrepresented 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 underrepresented 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
- 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
PCACAC Executive/Full Board Meetings	2 in-person/2 virtual days per year
Monthly Committee meetings	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.
- To 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/2 virtual days per year
Monthly Committee meetings	12 days per year
Planning and preparation	24 days per year

PCACAC Position Description – Past-President’s Committee Chair

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

- Serve as voting member of the Executive Board
- Meet 3 to 4 times a year – either in person or electronically
- Steward of PCACAC Strategic Plan
 - Reviewed annually before the summer board retreat
 - Reviewed for updates and revisions every two years; suggestions presented at summer board retreat for discussion and approval
- Talent spotting to help develop new leadership for the organization
- Responsible for nomination, selection process, and recognition of the recipient at the PCACAC spring conference for the John A. “Jack” Blackburn Award for Ethics in College Admission – awarded in honor of the late John Blackburn, long-time Dean of Admission at the University of Virginia in recognition of his commitment to the highest ethical standards, the integrity of our profession, and his commitment to equity in access to higher education.
 - Review nomination form for posting on the PCACAC website in December
 - Process nominations and send to committee members for vote
 - Send committee’s recommendation to chair of PCACAC Nominating Committee for final approval
 - Notify recipient
 - Coordinate engraving of perpetual plaque and purchase of recipient award each year.
 - Coordinate invitation of Betty Blackburn, Jack’s wife, to attend the conference
 - Prepare verbiage for presentation of award at conference
- PCACAC Living History and 50th Anniversary Sub-committee
 - Preserve PCACAC’s history through recorded interviews, written remembrances, and memorabilia
 - Work with the Conference Planning Committee to coordinate special events surrounding the 50th PCACAC conference.
- PCACAC Document and Resource Retention and Preservation
 - Review documents annually; archive those that need to be retained; dispose of other material
 - Suggested timeline is summer months working with Executive Assistant
- Meet with all past presidents of PCACAC at spring conference breakfast each year

Estimated Time Commitment for the Past Presidents’ Committee Chair:

NACAC Conference	4 days per year
PCACAC Conference	4 days per year
PCACAC Executive/Full Board Meetings	2 in-person/2 virtual days per year
Coordinating Blackburn Award	2 days per year
Review of Strategic Plan	2 days per year
Committee meetings	12 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
- Provide training and professional education opportunities that are in concert with NACAC’s *Statement on Counselor Competencies*, 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
- Coordinate the Conference Planning Committee, Summer Institute and the Professional Development Committee as they advance the Association’s mission
- 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
- Work closely to support and assist the Conference Planning Committee in implementation of their goals
- Provide support for all programs, analyze needs for future professional development, and collaborate with other PCACAC standing committees

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/2 virtual days per year
Conference Planning Committee meetings	8 days per year
Summer Institute	4 days per year
Monthly Professional Development Committee meetings	12 days per year
Workshops and Programs	4 days per year
Planning and preparation	24 days per year

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

The responsibilities of the Special Interest Group 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
- Work effectively with the PCACAC Board to elucidate admissions and trends and affecting PCACAC members and institutions
- Encourage dialogue among PCACAC members on admissions trends
- 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/2 virtual days per year
Monthly Committee Meetings w/SIG Chairs	12 days per year
Planning and Preparation	24 days per year

PCACAC Position Description–Summer Institute Committee Chair

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.
- Develop projected calendar of dates and places for Summer Institutes to maximize attendance and cost-effectiveness
- Establish and oversee Summer Institute planning subcommittees charged with specific areas of responsibility
- 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 SI plans
- Attend Finance and Budget 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 Full Board Meetings	2 days per year
Bi-monthly Committee meetings	6 days per year
Subcommittee meetings	2 days per year
Planning and preparation	10 days per year
Actual Summer Institute program	4 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 communiqué to members/non-members regarding sessions and events; assist Conference Planning Chairs with budget in consultation with the Vice President of Finance
- 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 Vice President of Finance
- Assist the Vice President of Finance in the preparation of monthly expenditures (QuickBooks) and meeting reports
- 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
- Take meeting minutes in the absence of the Executive Vice President

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

Site Chair (suspended since 2021)

The responsibilities of the Site Chair (Ex-officio) include:

- Serve as an ex-officio member of the Executive Board
- Determine meeting and conference site needs of the organization, including but not limited to the annual Conference, Summer Institute, and Executive Board meetings (typically in January and June)
- Design and develop a PCACAC Request for Proposal (RFP) based on PCACAC historical conference statistics including hotel expenditures, conference numbers and data needed to communicate conference needs
- In coordination with the President-Elect, Professional Development Chair, and committee chairs, carefully assess locations for future conference and Summer Institute sites within the [PCACAC region](#) based on the needs and wishes of the organization; visit potential sites as needed, leaving the final decision about site location with PCACAC leadership. Provide projected budgets to help with decision-making:
 - *For the Annual Conference:* Release a Request for Proposal to hotels at least two years in advance; share proposals received with the Leadership Team, Professional Development Chair, and Conference Planning Committee Chair to make a final determination on the conference site; negotiate contract terms as appropriate. President signs final contract.
 - *For the Summer Institute:* Release a Request for Proposal to college-side members in early May with a late June closing date. Choose the site in conjunction with the Professional Development Committee and Summer Institute Chairs; negotiate the best location and greatest financial support available for the event. President, PD Chair and SI Chair(s) sign final contract.
- Once a contract is signed, the committee Chair and the Executive Assistant carry out the contract

Estimated Time Commitment for the Site Chair:

NACAC Conference	3-4 days per year
PCACAC Conference	6 days per year
Summer Institute	3 days per year
PCACAC Full Board Meeting	2 days per year
Site Visits/Coordination	10 days per year

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.

- A selection committee composed of the current president, president-elect, past president, Executive Vice President and Vice President Finance will nominate candidates.
- The Executive Board will review the list of nominees and select a 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 Jefferson cup and shall have temporary custody of the "Apperson Bowl" until the next 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 selection committee shall be comprised of the members of the PCACAC Past President's Committee who in consultation with the past presidents of PCACAC will make recommendation(s) to the PCACAC Nominating Committee.