May 2019

Dear ACSA Leader:

This Leadership Manual is designed to assist you as a leader in the Association of California School Administrators. As you know, effective association leadership requires purposeful planning as well as the resources to transform that planning into programs and services.

State ACSA is available to assist you in your leadership efforts. In fact, we believe it is our responsibility to help train region leaders so that they may, in turn, train their committee, council and charter leaders. We also believe communication among state ACSA, committees, councils, regions and charters is a top priority.

As you know, ACSA is unique among professional associations. Its mission, goals and structure are member-driven. For that reason, ACSA should be the association of choice among school leaders at the region and charter level. ACSA’s strength depends on our combined ability to inform education leaders about:

- The services ACSA offers and how to access them
- How to become active in ACSA
- The state, region and charter structure of ACSA

We hope, as an ACSA leader, you will assist in our efforts to communicate ACSA’s strengths at the region, committee and charter level. We expect that you will also share your committee, council, region and charter concerns and needs with state ACSA.

Thank you for your participation as an ACSA leader. Your contributions of time and talent are unmatched.

Sincerely,

Wesley Smith
Executive Director

WS:sc
# 2019-2020 LEADERSHIP MANUAL
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I. Organization
DESCRIPTION OF ACSA STRUCTURE

Leadership Assembly
The Leadership Assembly elect officers, approve bylaw changes, approve the association goals and objectives, receive and review information from task forces, ratify ACSA's legislative platform, make recommendations to state Board members relating to issues brought before the Leadership Assembly, advise state board members concerning major policy issues, statewide ballot measures, and on statewide candidate endorsements, and serve as liaisons to regions.

Each region’s delegates are the president, president-elect, and vice president for legislative action. An additional delegate will be added to the base number of three for each additional 200 regular/consolidated members in the region. Selection of additional delegates is determined by the region. In addition, votes are derived from committee chairs, council presidents and the Board of Directors.

Board of Directors
The Board of Directors consists of five officers and 19 directors. Annually, up to four directors-at-large may be appointed by the President, with the approval of the Board, to achieve a more balanced representation in the best interests of the Association.

The Board of Directors is the governing body of the Association. The Board establishes and monitors policies, develops, approves and monitors the budget, approves committee and council appointments, employs and evaluates the Executive Director, gives final approval to political candidate endorsements, approves recommendations from issue-based task forces, monitors the strategic plan, provides general organizational direction, approves Leadership Summit conference fee, recommends bylaw changes to Leadership Assembly and approves annual dues.

Regions
ACSA is currently divided into nineteen regions within California. New regions may be created and changes in region boundaries may be recommended by the Board and approved by the Leadership Assembly.

Each region shall have a governing board composed of elected region officers and other members as may be provided in the region’s bylaws.

The functions of each region shall be to promote within the region the purposes of ACSA with programs and activities similar to and consistent with those of ACSA. Additional responsibilities may be adopted by the Board.
DESCRIPTION OF ACSA STRUCTURE

Charters
A charter is a smaller unit of ACSA within a region of ACSA and shall be under the jurisdiction of the region. Charters vary in size and complexity. Charters are created for the purpose of implementing the state program at the local level, for the involvement of members, for the utilization of leadership potential and for effective communications between all levels of governance of ACSA.

Committees
There shall be such standing and special committees as the Board may authorize. The purpose and suggested activities of any committee shall be determined by the Board and the Board shall review annually the achievements of all committees. The ACSA President appoints committee chairs and regions select members for committees.

Committees have the responsibility to develop a close working relationship with their regional counterparts.

Councils
Effective July 1, 2004 the Leadership Assembly created twelve councils to obtain the best of two worlds – a united administrator association and unique representation for job-alikes.

Councils create their own bylaws, mission statements, operating rules, procedures, subcommittees, meeting practices, and related rules that will be consistent with ACSA bylaws, rules, and policies. These are subject to ratification by the ACSA Board of Directors. Councils elect their president and regions may elect or select members for councils.

Councils have the responsibility to develop a close working relationship with their regional counterparts.
**EXECUTIVE DIRECTOR**

**BOARD OF DIRECTORS**
- Officers .................................. 5
- Directors (elected by region) ........ 19
- Directors at-large (up to) ............. 4

**EXECUTIVE COMMITTEE**

**COMMITTEES/COUNCILS**
- Standing Committees* .................. 6
- Special Committees** ................... 4
- Councils ................................. 12

- **TOTAL .................................. 22**
- Total Members .......................... 520

**STATE LEADERSHIP ASSEMBLY**
- Board Members ........................ 28
- Committee Chairs ..................... 8
- Council Presidents ................... 12
- Region Votes ........................... 96

- **TOTAL .................................. 144**

**Leadership Assembly**

- Elects officers
- Board Members sit on Leadership Assembly
- Committee Chairs and council presidents have a vote at Leadership Assembly.
- Region select delegates

**Standing Committees**: Region presidents nominate members of standing committees.

**Councils**: Regions may hold elections or region presidents may appoint council members.

*The Leadership Development Committee does not have a vote at Leadership Assembly.*

**The Leadership Summit Planning Committee does not have a vote at Leadership Assembly.**
ACSA LEGISLATIVE PROCESS

Leadership Assembly
- Ratifies 2-year Legislative Platform

Board of Directors
- Adopts Legislative Platform
- May veto/delay Legislative Policy decisions if they violate written policy, conflict with actions of a Standing Committee, Councils, or pertain to issues under study by another Committee or Council
- Serves as the Board of ACSA PACs

ACSA Committees and Councils
- Chair/designee receives Legislative Policy Committee agendas/bill reports via e-mail
- Twelve councils and five committees have a vote on the Legislative Policy Committee
- May propose items for sponsorship

Legislative Policy Committee
- Chair, 19 ACSA Region Representatives, 12 ACSA Council Representatives, 5 ACSA Standing Committee Representatives, 3 CASC Students
- Take positions on legislative bills
- Review sponsorship requests from Regions, Committees, or Councils
- Modify Legislative Platform biennially. Edit annual if needed given the legislative and political climate. Submit to Leadership Assembly for ratification and then Board for Adoption

Region Legislative Action Vice Presidents
- Maintains legislative action network
- Coordinates grassroots support for support/oppose positions on legislation and ballot measures
- Coordinates region recommendations for candidate endorsements
- Increases member knowledge and involvement in legislative process
- Coordinates annual Legislative Action Day

Regional Legislative Committees
- 1 Chair from each Region on Legislative Policy Committee
- Review ACSA bill analyses, Legislative Policy Committee agendas/bill reports
- Review, recommend positions on legislation
- Propose legislation for sponsorship

Regional Legislative Action Committees
- Maintain contacts with legislators
- Initiate phone calls/letters/office visits in response to legislative alerts
- Increase member knowledge and involvement in legislative process
ACSA STRATEGIC PLAN-ADOPTED BY ACSA BOARD OF DIRECTORS 7/25/18

Mission Statement
The Association of California School Administrators is the driving force for an equitable, world-class education system, and the development and support of inspired educational leaders who meet the diverse needs of all California students.

Values Statements
In pursuing its mission, the Association of California School Administrators is guided by the following beliefs. As educational leaders, we believe that . . .

. . . every student has the right to a quality education. [Right to a Quality Education]

. . . it is the responsibility of every educator to advocate for every student’s right to a quality education. [Responsibility of Educators]

. . . a quality education for all leverages the value of diversity in our community, strengthens society, and is essential for democracy to thrive. [Impact of a Quality Education]

. . . each student has unique potential that, if developed, can contribute to the betterment of society. [Student Potential]

. . . all ACSA members must have the cultural proficiency to confront both internal and external bias, behaviors, and policies that create barriers and limit the success and achievement of all students, families, and the professionals who serve them. As such, we take action to promote and advocate for policies, practices and systems that result in equitable educational outcomes. [Equity and Opportunity]

. . . learning is a lifelong endeavor, and that the act of learning is transformative. [Learning]

. . . we must personalize the learning experience and methods of assessment, in order to support each student’s capacity to learn. [Learning Methodology]

. . . what and how we teach our students must continue to evolve so that they are prepared for higher education, and to step into the workforce of the future and succeed in careers we have yet to imagine. [College and Career Readiness]

. . . leadership is essential to every effective educational institution, and that every educational leader has a responsibility to seek, inspire and effect positive change for all students and the community. [Educational Leadership]

. . . by mobilizing the collective voice, expertise and compassion of all stakeholders who focus on the well-being of students, we can achieve a shared vision for education in California. [Collaboration]

. . . a world class education system must be adequately funded so that all students have the resources they need to achieve their potential. [Funding]
Impact Statements

Because of the efforts of ACSA . . .

1. The Professional Community of Educational Leaders remains at the forefront of innovative educational practice and is sought after by state and federal policymakers and other stakeholders for expertise in creating an equitable, world-class education system.

2. Administrators are empowered to lead the charge for and deliver a quality public school education for all students.

3. Students have the academic, physical and social-emotional support they need to be successful in college, career and life.

4. All Schools are committed to meeting the unique needs of their learning communities and have the resources to do so.

5. Families and Communities gain important allies in the health and wellbeing of their children and in the development of an educated society.


7. All Stakeholders are committed to the positive outcomes of an education system based on equity and excellence.

Long-term Goals

MEMBER DEVELOPMENT AND SUPPORT

1. To support professional growth and expand career opportunities through ready access to personalized pathways for leadership development.

2. To provide accessible, relevant, career-long opportunities for professional learning and support, through which members can acquire, apply, demonstrate and be recognized for new knowledge.

3. To drive professional excellence as the members’ first source for timely, comprehensive information on professional trends, issues, practices and resources.

4. To be a dynamic professional community of educational leaders who collaborate and contribute their experience and expertise to support each other’s professional growth.

ADVOCACY AND INFLUENCE

5. To shape policy for a world-class education system and improved outcomes for all students by aligning the collective influence of members at the local, state and federal levels.

6. To be the recognized expert, authoritative voice, and partner in addressing the diverse needs of students and the issues that impact learning.

ORGANIZATIONAL DEVELOPMENT AND SUSTAINABILITY

7. To optimize ACSA structure, human and financial resources, and impact through shared vision, leadership, stewardship and accountability at all levels of the Association.
2018-2021 ACSA STRATEGIC PLAN
Adopted by the ACSA Board of Directors 7/25/18

Key Result Area: MEMBER DEVELOPMENT AND SUPPORT

Issue: LEADERSHIP DEVELOPMENT
Objective: Provide engaging, career-long leadership development opportunities for all members.

By 2021:
A. A strategy has been developed to identify and support personal and professional leadership development along a career pathway – from pre-certification through retirement.
B. Implementation of supports at each career stage is underway.
C. A focus on leadership skills (including advocacy/influence and equity) has been integrated into all professional development offerings.
D. A system is in place that leverages the collective expertise of members to support development of leadership in others.

Issue: PROFESSIONAL DEVELOPMENT – CONTENT
Objective: Ensure the content of ACSA professional development offerings remains relevant to changing member needs and professional issues.

By 2021:
E. A system is in place to regularly update the content of ACSA professional development offerings that includes input from members.
F. ACSA has expanded use of experts from the field to provide members just-in-time learning opportunities to address current and emerging issues and challenges.
G. ACSA partners with other education-focused organizations to meet member needs for learning in areas that supplement ACSA expertise.

Issue: PROFESSIONAL DEVELOPMENT – DELIVERY/REINFORCEMENT
Objective: Improve member access to convenient, ongoing development opportunities that reflect the latest trends in professional learning.

By 2021:
H. ACSA members have access to a wide range of delivery formats to learn in the manner and at the pace preferred.
I. ACSA has explored and tested strategies to reinforce learning and support members in applying and demonstrating knowledge acquired.
J. Members are recognized when they gain new competencies and reach new professional development milestones.
Issue: PROFESSIONAL PRACTICE RESOURCES
Objective: Make available easy-to-access resources addressing the latest research, tools and information pertinent to the role of the educational leader.

By 2021:
K. Members are accessing the online Resource Hub on a regular basis to help address daily professional challenges.
L. Content on the Resource Hub is increasingly member-directed and vetted to address the most critical needs.

Issue: MEMBER NETWORKING AND COLLABORATION
Objective: Build dynamic professional communities where members can learn and collaborate.

By 2021:
M. Multiple platforms exist to facilitate member networking and collaboration.

Issue: DISTRICT/COUNTY/SCHOOL SITE SUPPORT SERVICES
Objective: Better connect the value of ACSA to administrators at the site, county and district levels, tailoring ACSA services and engagement opportunities to the different needs and dynamics of each area as identified by state and local indicators.

By 2021:
N. Differentiated assistance has been developed to meet top needs based on state and local indicators.
O. Networking groups have been convened to support differentiated assistance.

Key Result Area: ADVOCACY AND INFLUENCE

Issue: ACSA IN A LEADERSHIP ROLE
Objective: ACSA is proactive in identifying and engaging stakeholders around current and emerging educational issues.

By 2021:
P. ACSA is leading a collaborative effort to increase school funding in California.
Q. ACSA is recognized as the preferred source of information on future trends in education.
R. ACSA has built and nurtured partnerships, including appropriate non-education related partners, to address issues that impact student learning, in and outside of the classroom.

Issue: GRASSROOTS ADVOCACY AND INFLUENCE
Objective: Amplify the voice of the profession at the local, state and federal levels by fully leveraging the influence of educational leaders.
By 2021:
S. Each region and charter understands the importance of and is fully engaged in local advocacy efforts.
T. ACSA members are empowered to organize education stakeholders through ongoing training, tools and support.
U. State, regions and charters have developed and are implementing year-round strategies for communication and engagement of elected officials and community stakeholders.

Issue: MEDIA RELATIONS
Objective: Raise ACSA’s reputation as the authority on education issues and as an influential spokesperson at the local, state and federal levels.

By 2021:
V. An annual process is in place to identify priority issues and related key messages that all leaders and members throughout the state are communicating effectively.
W. Spokespersons have been identified in each region (starting with the VPLAs) and training is being provided on a regular basis to support effective media relations and communication of key messages.

Key Result Area:
ACSA ORGANIZATIONAL DEVELOPMENT AND SUSTAINABILITY

Issue: ORGANIZATIONAL ALIGNMENT AND ACCOUNTABILITY
Objective: Tap the full potential of ACSA to effect positive change for the profession and for students through better alignment of roles, goals and resources at all levels of the Association.

By 2021:
X. The ACSA brand and culture is consistently reflected at the state, region and charter levels (“We are ACSA”).
Y. A process is in place to identify on a regular basis shared state, region and charter goals, complementary roles in achieving them and a system for reporting and accountability.
Z. Clear roles, expectations, operating guidelines and suggested practices are in place for regions and charters.
AA. Committees and councils are supporting implementation of priorities in the Strategic Plan within their area of expertise.
BB. ACSA regularly evaluates major programs, progress on goals and priorities, and overall organizational effectiveness and efficiency.

Issue: MEMBER OUTREACH AND ENGAGEMENT
Objective: Provide members with a wide range of meaningful opportunities to contribute their diverse talent, experience and perspective to further the mission, goals and priorities of ACSA.
By 2021:

CC. Recommended approaches for engaging new, existing and retired members are developed and updated regularly with input from regions.

DD. Volunteer leadership roles are evaluated to ensure that substantive, rewarding opportunities are available at a range of commitment levels and modes of participation.

EE. Organizational barriers to expanded member engagement have been identified and removed.

FF. The development of ACSA service bundles/menu options and related fee structures have been explored to deepen member participation in the benefits of membership.

Issue: MEMBER COMMUNICATION

Objective: Raise member awareness of ACSA benefits, services and initiatives, and the overall value of ACSA membership and engagement.

By 2021:

GG. An evaluation has been conducted to determine what is most important for ACSA to communicate through different channels and vehicles, and to different target audiences.

HH. ACSA continues to leverage technology to better inform and engage members across the state, and to customize information members receive.

II. A more comprehensive member database is being developed to better target member interests and preferences for communication.

Issue: SUSTAINABILITY

Objective: Sustain and grow ACSA’s human and financial resources to support evolving goals and priorities.

By 2021:

JJ. Implement an ongoing cycle to evaluate and update the financial plan and to ensure uninterrupted delivery of ACSA services through a downturn.

KK. The ACSA service/professional development model has evolved to ensure long-term reliability and responsiveness to member needs.
ARTICLE I

Name, Principal Office, Purposes and Restrictions

1.01 **Name.** The name of the association is Association of California School Administrators, a California nonprofit mutual benefit corporation (ACSA).

1.02 **Principal Office.** The Board of Directors (board) shall determine the location of the principal office of the association.

1.03 **Purposes.** The purposes of ACSA are to promote the advancement of education by:

(a) Improving the educational process by helping members become more effective in their various roles as educational leaders.

(b) Creating the resources that will enable California school administrators to develop and apply creative leadership and management.

(c) Providing programs specifically designed to relate the association's activities to students, their needs and problems at all levels, pre-school through adult education.

(d) Advancing education by sponsoring research and investigation.

(e) Meeting the needs of members by providing a single organization to represent those needs to the other publics with whom school administrators interact.

(f) Disseminating information about the school administrator's profession through a communications system of publications, conferences and various field services, local, state and federal public relations.

(g) Cooperating and working with teachers, students and the public so that the needs of learners and the community may be best served.

1.04 **Restrictions.** All policies and activities of the association shall be consistent with:

(a) Applicable federal, state and local antitrust and trade regulation laws;

(b) Applicable tax-exemption requirements including the requirements that the association not be organized for profit and that no part of its net earnings inure to the benefit of any private individual; and
(c) All other legal requirements including the California Nonprofit Corporation Law under which law this association is incorporated and to which its operations are subject.

ARTICLE II

Organization

2.01 **Regions.**

2.011 Definition. ACSA shall be divided into regions within the State of California, the geographical boundaries and numerical designations of which shall be recorded in the procedures. New regions may be created and changes in region boundaries may be recommended by the board and approved by the leadership assembly.

2.012 Bylaws. The region bylaws shall be consistent with the State ACSA bylaws, reviewed every two years, and submitted to State ACSA by May of even numbered years.  

(Revised, Leadership Assembly 05/17)

2.013 Governance. Each region shall have a governing board composed of Region President, Region President-Elect, Region Vice President for Legislative Action, State Board Director, and other members as may be provided in the region's bylaws. Each region must have a treasurer (non-profit corporation law).

(Revised, Leadership Assembly 05/17)

2.014 Region Presidents shall serve a minimum of a one-year or a maximum of a two-year term. Region President-Elect shall serve a minimum of a one-year or a maximum of a two-year term. The term of this position should tie directly to the term of the Region President. Region VPLA shall serve a minimum of two years and a maximum of four years.

Region President, region President-Elect, and region VPLA may serve two non-consecutive terms. Each region shall develop bylaws that indicate how vacancies in the region President, region President-Elect, region VPLA, and State Board Director positions will be filled and aligned with the terms.

(New, Leadership Assembly 05/17)

2.015 Each region is expected to submit to the Leadership Development Committee a programmatic plan and budget by October 1st as well as a report of progress on the objectives of that plan each year by August 31st.
 Functions. The functions of each region shall be to promote within the region the purposes of ACSA as stated in these bylaws, with programs and activities similar to and consistent with those of ACSA. Additional responsibilities may be adopted by the board and recorded in the policies and procedures.

Regions are specifically expected to develop and oversee Charters and Charter leadership with the region. They are to support and encourage networking, professional development and information dissemination within the region. They should also focus on identification and cultivation of future leaders, working with the Leadership Development Committee; provide professional recognition, support member recruitment and participation of Region officers in the ACSA Leadership Assembly.

Election of State Director. Each region shall have the responsibility for conducting an appropriate election by the spring leadership assembly for one member of the Board of Directors at times and in a manner consistent with these bylaws and the policies and procedures of ACSA.

Charter Groups. Charter groups are smaller units of ACSA within each region. Charters shall be issued by the board in accordance with standards in the policies and procedures of ACSA. Each charter is expected to submit to the leadership of their region programmatic plan and budget by October 1st, as well as a report of progress on objectives of that plan each year by August 31st. (updated Leadership Assm. 10/16)

Charters generally consist of single school districts, union high school districts which include feeder elementary districts, and some County Offices of Education. For some rural counties, a charter may consist of multiple school districts. Colleges and Universities and/or regions are eligible to establish student/associate charters. (New, Leadership Assm. 10/16)

ARTICLE III

Members

Membership Qualifications. Membership in ACSA is extended to persons who have professional involvement in leadership responsibility in education including persons in training, supporting and consulting services as provided in this article.

Membership Privileges. Regular members shall have voting privileges and be eligible to serve as officers, directors, committee members, or council members at state, region and
charter levels; other privileges of regular membership shall be set forth in the policies and procedures. The privileges of membership of all other classes of members other than regular members shall be set forth in the policies and procedures.

3.03 **Regular Membership.** Regular membership shall be extended to persons employed in California as follows:

(a) Those employees in a school district or other educational agency designated or functioning as management employees, members of the management team, administrators with regular part-time teaching responsibilities, confidential employees or certificated supervisory employees.

No person shall be eligible for regular membership who is represented by an exclusive bargaining representative, except for certificated supervisory and classified supervisory employees whose positions have previously been designated by the public school employer as management or who are functioning as management.

(b) Professors of Education. Those full-time professors of educational administration who elect regular membership pursuant to bylaw 3.09.

(c) Regular members on leave/sabbatical who are committed to return to active employment as set forth in (a) and (b) above.

3.04 **Retired Membership.** Retired membership shall be extended to: ACSA members not currently employed in the field of education, but receiving compensation from the state retirement system and ACSA members who have been diagnosed by a physician as being totally and indefinitely disabled from working in the field of educational administration. Active region consultants shall receive complimentary retired membership under the “Full Regular Retired” subcategory of retired membership.

3.05 **Honorary Life Membership.** The board may award Honorary Life membership to persons making an outstanding contribution to education.

3.06 **Associate Membership.** Those not qualified for other membership categories, but who have an interest in educational leadership, can become Associate members. Associate membership shall only be extended to individuals not eligible for Regular, Consolidated, Student or Retired membership. Associate membership may be especially appropriate for:

(a) Regular members reassigned to the classroom or other duties outside administration/supervision.
(b) Individuals meeting credential requirements for membership but who are not currently employed in a position qualifying them for regular membership.

(c) Educational consultants.

(d) Individuals employed under an early retirement program who would otherwise qualify under Section 3.02. (Regular Membership)

(e) ACSA staff upon appointment (complimentary).

(f) Former ACSA members not qualifying under other membership categories.

(g) Others working in schools, districts, or other educational agencies and organizations who are not currently seeking a credential or holding a management position.

(h) Other individuals as approved by the board.

(Revised: Feb. 2012 DA)

3.07 **Student Membership.** Student Membership is extended to individuals who are graduate students verified to be enrolled in programs of education administration leading to an administrative credential in an accredited institution of higher learning or to individuals (who do not hold an administrative credential nor are working as an administrator) who are enrolled in an accredited higher education institution related to educational leadership leading to a Masters or Doctoral Degree or other certification.

3.08 **Corporate Affiliate Program.** Corporate affiliation is limited to those organizations and businesses which provide education services or programs (and whose employees are not otherwise eligible for regular membership).

3.09 **Professors of Educational Administration Membership.** Notwithstanding any other provision of these bylaws to the contrary, full time professors of educational administration shall be entitled to elect membership status as either regular members or associate members.

3.10 **Department of Education.** Not withstanding any other provision of these bylaws to the contrary, employees of the California Department of Education (CDE) shall be entitled to elect membership status as either regular members or associate members.

3.11 **Commission on Teacher Credentialing.** Not withstanding any other provision of these bylaws to the contrary, employees of the Commission on Teacher Credentialing shall be entitled to elect membership status as either regular members or associate members.

3.12 **Consolidated Membership.** Consolidated Membership is extended to those persons who meet regular ACSA membership requirements under Section 3.02 and are active
members of a local administrator association that meets the requirements established by the board.

3.13 **Discipline.** A member may be disciplined (which discipline may include private or public reprimand, suspension or expulsion) based on the good faith determination by the board, or a committee or person authorized by the board to make such a determination, that the member has failed in a material and serious degree to observe the association’s rules of conduct, or is engaged in conduct materially and seriously prejudicial to the purposes and interests of the association, provided that the board adopts appropriate procedures that meet or exceed the standards set forth in California Corporations Code Section 7341.

**ARTICLE IV**

**Leadership Assembly**

4.01 **Purpose.** The leadership assembly shall have the authority of the members to do the following: Elect officers, approve bylaw changes, approve the association's goals and objectives, receive and review information from task forces, ratify the ACSA legislative platform, make recommendations to state board members relating to issues brought before the leadership assembly, advise state board members concerning major policy issues, statewide ballot measures and on statewide candidate endorsements, and serve as liaison to regions.

**Enhanced Definition of Responsibilities.** The Leadership Assembly, in addition to electing officers, also votes on those to serve on the Leadership Development Committee. Other expanded responsibilities of the Leadership Assembly include identifying critical issues, needs and challenges at the region/local levels; set ACSA’s legislative policy and priorities; play a proactive environmental scanning role, helping to identify emerging issues and needs; and as needed, conduct forums to collect input on specific issues. The Leadership Assembly should regularly discuss and understand the ACSA Strategic Plan, goals and priorities, and discuss aligned region priorities and be accountable for reporting back to regions.  

(New: DA February 2016)

4.02 **Composition and Terms.** The leadership assembly shall be composed of the following:

1) president, president-elect, and vice president for legislative action from each region or a designee.

2) Additional members from each region will be based on the following formula: the base number shall be 250 regular/consolidated members and shall equal three delegates (region president, president-elect, and vice president for legislative
action). An additional delegate will be added (to the base number of three) for each additional 200 regular/consolidated members in the region.

Selection of additional delegates will be determined by the region.

The number of delegates shall be computed as of April 30 each year. The determination shall be effective July 1 until the following June 30.

3) members of the ACSA board
4) state committee chairs
5) state council presidents
6) No member may serve simultaneously in more than one of the following region positions: President, President-Elect, Vice President for Legislative Action (VPLA) and State Board Director.  (New, Leadership Assembly 05/17)

4.03 Meetings.

4.031 Regular Meetings. The leadership assembly shall hold not less than two meetings per year to be presided over by the ACSA president. The last regular meeting shall be designated as the annual meeting.

4.032 Special Meetings. Special meetings may be called by the board, by the president, or by a majority of the region presidents.

4.033 Quorum. A quorum shall consist of a representative two-thirds of the regions and a majority of the total membership of the leadership assembly. A majority of the quorum shall be authorized to take action, unless otherwise specified in these bylaws.

4.04 Nominations.

4.041 President/President Elect
The vice president shall automatically become the president-elect and the president-elect shall automatically become the president the following term.  (Revised, Delegate Assembly, 10/15)

4.042 Nominating Committee. Nominations for vice-president and vice president for legislative action shall be made by the Nominating Committee. The Nominating Committee shall be composed of (1) two members to be appointed for a term of one year by the president from the leadership assembly at the annual meeting, (2) alternate regional members appointed by
the president as follows: regional members shall consist of regional representatives of odd numbered regions in odd numbered years, and even numbered regions in even numbered years, and (3) the immediate past president, who shall serve as chairperson. (Rev. DA 10/15)

4.043 Report of the Nominating Committee. The Nominating Committee shall publish its report in the preliminary agenda of the first leadership assembly meeting of the fiscal year. The Nominating Committee shall not nominate any of its members for any office.

4.044 Additional Nominations. Additional nominations may be made from the floor only at the first leadership assembly of the fiscal year provided prior consent has been obtained from the nominee and provided further that seven voting delegates, each from a different region, concur. A written list of the seven concurring delegates shall be presented to the ACSA President prior to the nomination from the floor. Assuming continuing eligibility to serve, no nominations for President or President-Elect will be accepted from the floor.

(Revised May 2016 DA)

4.05 Elections. Elections shall be held at the annual meeting of the leadership assembly.

4.06 Voting. Each region delegate, member of the board, director-at-large, state officer, committee chair, and council president shall be entitled to one vote. Voting by mail ballot is permissible for the purpose of special mail votes by the entire assembly.

ARTICLE V

Board of Directors

5.01 Responsibilities. The Board of Directors is the governing body of the association whose authority includes the following functions: employ and evaluate the executive director, establish a clear strategic direction for the association, and monitor the strategic plan; establish and monitor policies; govern the operation of the association; develop, approve and monitor the budget; approve committee appointments; ratify council appointments/elections; give final approval to political candidate endorsements; approve recommendations from issue-based task forces; evaluate, review and approve reports and recommendations from the Leadership Development Committee; approve position papers, recommend bylaw changes to the leadership assembly, and approve annual dues.

(Revised January 2017, LA)
5.02 Composition and Qualifications. The board shall consist of five officers and 19 directors of the association. Annually, up to four directors-at-large may be appointed by the president, with the approval of the board, to achieve a more balanced representation in the best interests of the association.

Qualifications of board members should include the following considerations: job-alike disciplines, ethnicity, age, gender, size of districts, urban/rural geographic areas of the state, demonstrated leadership abilities, and governance experience.

(New: DA May 2016)

5.03 State Officers

Each region shall elect a State board director for a three-year term, who shall be a member of their region board during their term. A State Board Director elected by a Region may serve two (2) non-consecutive terms. A State Board member who fills an open region State Board position and does not serve a complete three-year term, may serve consecutive terms and may not exceed a total of 6 years on the Board.

At-large directors shall serve for a one-year term, can be re-appointed twice for one-year terms, and may subsequently serve a full three-year term as an elected State board director from their region, not to exceed a total of 6 years on the Board.

(Revised, Leadership Assembly February 2018)

5.04 Meetings and Quorum. The board shall hold not less than six meetings per year. Other meetings of the board, including meetings by conference call, shall be held upon the call of the president or by a majority of the board. A majority of the board shall constitute a quorum and a majority of the quorum shall have power to act.

5.05 Vacancies. In the event the state board director becomes employed outside the region and/or a vacancy occurs, the region which elected the director shall fill the vacant position.

(Revised, Leadership Assembly 05/17)

ARTICLE VI

Officers

6.01 Officers. The officers of the association are a president, president-elect, vice president, vice president/legislative action and past president.
6.02 **Election and Term of Office.** Officers shall be elected for a one year term by the leadership assembly at the times and manner set forth in these bylaws. All officers shall serve one year terms, provided the vice president/legislative action shall serve a two year term.

6.03 **Duties.** The officers shall perform those duties that are usual to their position and that are assigned to them by the board, including those duties that are set forth in the policies and procedures from time to time. In addition, the president acts as chairman of the board, the president-elect acts in place of the president when the president is not available. The vice-president is the secretary-treasurer (chief financial officer) of the association. An Executive Committee of the board of directors, consisting of the president, president-elect, vice president, vice president for legislative action, past president and two directors selected annually by the full board of directors, will develop performance criteria and an instrument for evaluation of board performance. (revised Leadership Assm January 2017)

6.04 **Vacancies**

6.041 **Office of President.** In case a vacancy occurs in the office of president, at the discretion of the leadership assembly, the president-elect may succeed to the office of president and serve the remainder of the term. The past president may be asked to serve the remainder of the unexpired term, or a special election may be conducted. (revised: DA May 2016)

6.042 **Office of President-Elect.** In case a vacancy occurs in the office of president-elect, at the discretion of the leadership assembly, the vice president may succeed to the office of president-elect and serve the remainder of the term. The current president may be asked to serve a second year, or a special election may be conducted. (revised: DA, May 2016)

6.043 **Offices of Vice President and Vice President for Legislative Action.** In the event a vacancy occurs in the office of vice president or vice president for legislative action, the vacancy may be filled temporarily by the president with the approval of the board until the next regular or special meeting of the leadership assembly, at which time the vacancy will be filled through the normal election process.

(Revised DA February 2016)

**ARTICLE VII**

**Committees/Councils**

7.01 **Formation and Purpose of Committees.**
7.011 Formation. There shall be such standing and taskforce/special committees as the board may authorize. A list of standing committees shall be included in the policies and procedures.  

(LA January 2017)

7.012 Purpose. The purpose and suggested activities of any taskforce/committee shall be determined by the board and the board shall review annually the achievements of all committees. Committees are expected to provide annual plans and budgets to the Leadership Development Committee by October 1st, as well as a report of progress on objectives of that plan each year by August 31st. Such plans are to be approved by the Board of Directors.  

(revised LA January 2017)

7.02 Membership.

7.021 Composition. The composition and number of members on a committee shall be determined by the board.

7.022 Appointment. Committee members shall be appointed and the chairperson designated by the president with the approval of the board unless otherwise provided for in these bylaws.

7.023 Terms, Standing Committees. Members of standing committees shall serve three-year terms unless otherwise designated by the board.

7.024 Terms, Special Committees/Task Forces. Members of special committees/task forces shall serve terms to be designated at the time of their appointments.  

(revised LA January 2017)

7.03 Responsibility to Regions. Committees shall have the responsibility to develop a close working relationship with their regional counterparts.

7.04 Formation and Purpose of Councils.

7.041 Formation. There shall be such councils as the board may authorize. A list of councils shall be included in the policies and procedures.

7.042 Purpose. The purpose of councils is to be ongoing and viable in terms of representing the job-alike group it serves. Councils shall be responsible for association activities and policy relating to its job-alike function. Such activities and policy would be required to be consistent with ACSA policy, and subject to ACSA’s “Conflict Resolution Process.” Councils would be responsible for the
gathering of input and expertise, and for dissemination of council information as needed.

Councils are expected to provide annual plans and budgets to the Leadership Development Committee by October 1st, as well as a report of progress on objectives of that plan each year by August 31st. Such plans are to be approved by the Board of Directors.

(revised LA January 2017)

7.05  **Membership.**

7.051  **Composition/Appointment.** Councils shall consist of region representatives elected by their job-alike peers or appointed by their region president.

7.052  **Rules.** Councils will create their own bylaws, mission statements, operating rules, procedures, subcommittees, meeting practices and related rules. Such bylaws, rules and policies will be consistent with ACSA bylaws, rules and policies, and will be subject to ratification by the ACSA Board of Directors.

7.053  **Terms.** Terms for councils shall be determined by the councils’ rules.

7.06  **Responsibility to Regions.** Councils shall have the responsibility to develop a close working relationship with their regional counterparts.

**ARTICLE VIII**

**Fiscal**

8.01  **Budget**

8.011  **Responsibility.** The board shall be responsible for the preparation, adoption and maintenance of an annual operating budget employing proper accounting procedures. The board shall cause a financial report to be made at each regular meeting of the leadership assembly.

8.012  **General Reserve.** The annual budget of the association shall include a general reserve.

8.02  **Income Sources.**
BYLAWS
ASSOCIATION OF CALIFORNIA SCHOOL ADMINISTRATORS

8.021 Annual Dues. The board shall develop the annual dues structure and the method for collecting all classes of dues.

8.022 Other Sources. Other sources of funds may be solicited and/or accepted by the board.

8.03 Expenditures. Expenditures of funds within the annual budget shall be the prerogative of the board.

8.04 Fiscal Year. The fiscal year for the association shall be July 1 through June 30 of the following year.

ARTICLE IX
Affiliation

9.01 Requirements. ACSA may accept affiliations with other state or national professional organizations which share mutual interests and/or concerns in accordance with procedures established by the board. The procedures shall be included in the policies and procedures.

ARTICLE X
Policies and Procedures and Rules of Order

10.01 Policies and Procedures. All rules and policies adopted by the board in accordance with these bylaws, but not specifically covered therein, shall be recorded in the policies and procedures of ACSA.


ARTICLE XI
Indemnification and Insurance

11.01 Indemnification. To the fullest extent permitted by the law, the association shall indemnify and hold harmless any and all agents against all claims to which they may be subjected by reason of any alleged or actual action or inaction in the performance of their
duties performed in good faith on behalf of the association. "Agent" for this purpose shall include directors, officers, and employees.

11.02 Insurance. The association shall have the right to purchase and maintain insurance to the full extent permitted by the law on behalf of its agents against any liability asserted against or incurred by the agent in such capacity arising out of the agent's status as such.

ARTICLE XII
Amendment

12.01 Amendment of Bylaws. These bylaws may be amended by the leadership assembly at any meeting at which a quorum is present by a majority vote.

ARTICLE XIII
Interpretation

13.01 Interpretation. These bylaws are subject to the California Nonprofit Corporation Law and must be interpreted so as to conform with that law, as it is interpreted, and amended from time to time.

May 2017 -SC Revised
II. Services
# Staff Directory

## Educational Services

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### Governmental Relations

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<td><a href="mailto:ccabrera@acsa.org">ccabrera@acsa.org</a></td>
</tr>
<tr>
<td>Margarita Cuizon-Armelino</td>
<td>Sr. Director, Member Services</td>
<td>916-329-3823</td>
<td><a href="mailto:mcuizon@acsa.org">mcuizon@acsa.org</a></td>
</tr>
<tr>
<td>Joanne Godfrey</td>
<td>Ontario Office Manager</td>
<td>909-906-3501</td>
<td><a href="mailto:jgodfrey@acsa.org">jgodfrey@acsa.org</a></td>
</tr>
<tr>
<td>Stephanie Llamas</td>
<td>Member Relations Specialist</td>
<td>650-259-3426</td>
<td><a href="mailto:sllamas@acsa.org">sllamas@acsa.org</a></td>
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<tr>
<td>Cynthia Peralta-Melendez</td>
<td>Member Relations Specialist</td>
<td>650-259-3424</td>
<td><a href="mailto:cperaltamelendez@acsa.org">cperaltamelendez@acsa.org</a></td>
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<tr>
<td>Janis Rawlins</td>
<td>Member Services Assistant</td>
<td>916-329-3817</td>
<td><a href="mailto:jrawlins@acsa.org">jrawlins@acsa.org</a></td>
</tr>
<tr>
<td>Simon Wong</td>
<td>Member Relations Specialist</td>
<td>650-259-3436</td>
<td><a href="mailto:swong@acsa.org">swong@acsa.org</a></td>
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</tbody>
</table>
MARKETING AND COMMUNICATIONS DEPARTMENT

ACSA’s Marketing and Communications Department (MarCom) works to promote leadership by communicating the role of California public school administrators, identifying and sourcing opportunities for ACSA professional development products and services, performs market research, develops partnerships and strategies, as well as oversees the ACSA brand.

Marketing Strategy
Marketing develops a cohesive strategy to ensure that marketing efforts align with overall business objectives. We do so by identifying appropriate audience, messaging, tactics, channels and medium to engage and attract members/potential members in ACSA’s product and service offerings.

Contact: Tatia Davenport; Senior Director of Marketing and Communications

EdCal
EdCal, ACSA’s award-winning newspaper read by more than 50,000 educators throughout California, is an important resource for sharing administrator success stories, news and the ACSA message with members and the entire education community.

Contact: Michelle Carl; Editorial Content Specialist.

Career Center:
School districts, Local Education Agencies and companies can advertise open positions in EdCal and our online Career Center platform. ACSA members can also post their resume, apply for jobs and sign up for Job Alerts when new positions are posted.

Contact: Tracy Olmedo; ACSA JobBoard coordinator.

Leadership magazine
This award-winning magazine is sent to more than 18,000 ACSA members, as well as other decision-makers who subscribe. An ACSA survey has shown readers pass along the publication to at least two other colleagues each edition. Highlighting success stories and clear messaging in Leadership adds value to our communications efforts. Leadership magazine is also distributed to members of the National Association of School Superintendents.

Contact: Naj Alikhan; Senior Director of Marketing and Communications.

ACSA Storytellers and Every Student Succeeding
ACSA provides original video programming for the entire education community through news, member features and one-on-one interviews with the country’s foremost thought leaders. Our Emmy-nominated Every Student Succeeding video series captures the stories about California public school students who have persevered against incredible odds to succeed in school.

Contact: Michael Kelly; Communications Specialist
Crisis communications and media outreach
ACSA provides staff to assist in all matters of crisis response and media outreach. This includes strategic planning, research, talking points, news event management and media relations.
Contact: Naj Alikhan; Senior Director of Marketing and Communications

Our brand and logo
Formed in 1971, ACSA and the ACSA brand have become synonymous with strengthening educational leadership in California’s public schools. Our design team works each day to maintain our brand identity and logo on documents, publications and leadership materials.
Contact: Stephen Long; Design and Organizational Brand Coordinator.

ACSA.org
The ACSA website and online community are increasingly relied upon for immediate communication of association efforts.
Contact: Emily Agpoon; Communications Coordinator.

Social media platforms
Our Facebook, Twitter, Instagram, LinkedIn and Pinterest profiles enable ACSA to share information, news, and member activity.
Contact: Darcy Totten; Communications Content Specialist.

Corporate & Affinity Partner Relations
Corporate partnerships between the association and a commercial entity provides ACSA with resources commercial such as money, thought leadership, and best practices that are of benefit to the association as well as its members. In addition, our goal is to form partnerships and strategic relationships with other professional associations in target markets in order to bring in new members.
Contact: Tatia Davenport; Senior Director of Marketing and Communications

Sponsorships
Marketing develops and secures sponsorship opportunities for companies to sponsor ACSA state events in order to offset cost to members.
Contact: Celisse Muller - Account Coordinator - Partnerships and Sponsorships

Email communications
Members rely on regular emails from ACSA to learn about professional learning opportunities, new and pending changes in legislation, State Board of Education updates and new discounts and services from ACSA.
Contact: Tracy Olmedo; ACSA JobBoard coordinator.

Media/Communications trainings
One of ACSA’s ongoing goals is to help school leaders tell their stories with confidence. Most of ACSA’s major professional learning opportunities include training in communications. These
trainings offer school leaders tips for working with the media, as well as tools for developing communications plans.
Contact: Naj Alikhan; Senior Director of Communications.

Marketing Operations
Marketing operations quantifies the effectiveness of ACSA’s marketing efforts in producing the desired revenue/attendance/engagement results across all ACSA channels.
Contact: David Loyola; Senior Marketing Data Analyst

Market and Member Research
Market research helps the association identify target markets and what they think about our products or services. By gathering, recording, and analyzing qualitative and quantitative data related to the products and services the marketing department is able to assess how differentiate based on customer behavior.
Contact: David Loyola; Senior Marketing Data Analyst
EDUCATIONAL SERVICES DEPARTMENT

ACSA leads the state with more than 100 professional development opportunities to strengthen and broaden the knowledge, skills, and abilities of education leaders. The Educational Services department scans the education environment and gathers feedback from members to develop, refine, and/or partner on high quality professional development opportunities. ACSA Educational Services sets the standard for excellence in equipping and developing those who serve California students.

Contact: Margaret Arthofer, Senior Director of Educational Services
Jeannette Carpenter, Educational Services Assistant

Academies
Academies are developed and designed to provide participants an intensive professional learning opportunity over the course of the year. They are targeted at various job-a-likes. Traditionally, academies run Friday evenings and all-day Saturdays, 4-6 weeks apart. Our current academies include: Curriculum and Instruction Leaders, Equity Leaders, Personnel, Principals, Pupil Services, School Business Leaders, Special Education, and Superintendents. We are continuously developing new academies as policies and priorities in California change.
Contact: Mary Gomes, Educational Services Executive
Marianne Acosta, Administrative Assistant

Conferences
Nine major conferences are offered annually throughout California, ranging from all-leadership strands to specific job-a-like groups. We also offer two residential programs, which provide in-depth professional learning opportunities for veteran principals and new and aspiring leaders.
Contact: Danelle Bowron, Conference Coordinator
Elaine Cervantez, Administrative Assistant

Call for speakers and session proposal information can be found on our website for each conference. Proposal submission timelines are also published in EdCal throughout the year.

Administrative Services Credential
ACSA believes in high quality educator preparation, from development to on-the-job support. We are the leader in California with the Clear Administrative Credential Program, serving approximately 1 out of every 3 new administrators in the state as they enter their first administrative position. ACSA also offers the Preliminary Administrative Credential Program called the Leadership Institute.
For the Clear Administrative Credential Program and Preliminary Administrative Credential programs, ACSA works with districts, regions, and COE’s to bring local programs to all areas throughout California. Applications are accepted each spring and cohorts begin in August. Interested partners are encouraged to contact the program director to learn how to start a local program in your area.

*Contact:* Dr. Tracy Robinson, Educational Services Executive  
Kimberly Rhoden, Educational Services Assistant

**Leadership coaching**
ACSA offers foundational and ongoing leadership coach training, as well as the ability to earn an ACSA Leadership Coach certificate over the course of a year through individualized, job-embedding coaching opportunities.

*Contact:* Dr. Tracy Robinson, Educational Services Executive  
Joan Ruzic, Senior Administrative Clerk

**Equity Project**
ACSA has taken the lead in California by recruiting and hiring a full-time Equity Executive to lead the work in the Equity Project. We are proud to pioneer the project and continue to develop new programs and resources as well as foster partnership with other organizations to support leaders in supporting all students.

*Contact:* Marguerite Williams, Senior Director of Equity and Diversity

**Workshops & Webinars**
ACSA provides one and multi-day workshops designed to target specific areas such as: Human Resources, Master Scheduling, A Day in the Life of the Co-Administrator, and more. We are constantly evaluating the state of education, best practices, current trends and research, and work to bring current best practices throughout California.

*Contact:* Rhonda Morgan, Educational Services Associate II

**Registration**
The majority of our programs can be registered for [online](#). ACSA Educational Services staff manage and troubleshoot the registration pages, contact the registration personnel below for assistance.

*Contact:* Michael Dawson, Senior Administrative Clerk
EXECUTIVE DEPARTMENT

The Executive Department supports the overall governance and executive operations of the Association. The key projects of the executive team are comprised of the following:

Board Meetings/Agenda Development
The Board of Directors meets a minimum of four times per year. The executive director, in conjunction with the board president, is responsible for receiving, preparing, and distributing agendas for each meeting.

Contact: Suzanne Caffrey, Executive Associate

Leadership Assembly/Agenda Development
The Leadership Assembly meets three times per year. Each region has delegates who serve on the Assembly. In addition, chairs of each regular committee, four special committees, and council presidents also hold seats on the Assembly. The executive director, in conjunction with the board president, is responsible for receiving, preparing, and distributing agendas for each meeting.

Contact: Lori Allred, Executive Associate

ACSA Strategic Plan
ACSA adopted a new Strategic Plan in July 2018 that lays out exciting goals to drive the association toward continuous improvement, enable it to serve members better, and strengthen its position as an education system leader. ACSA works in close collaboration and coordination at all levels to carry out the plan.

Contact: Scarlett Vanyi, Chief Operations Officer

General Governance
Maintenance and interpretation of the association’s governance documents such as Bylaws, Policies & Procedures, Leadership Manual, and Leadership Directory are managed by the Executive team.

Contact: Suzanne Caffrey, Executive Associate

Leadership Training
Each year ACSA brings together region leaders and state committee and council leaders to provide training/orientation programs.

Contact: Scarlett Vanyi, Chief Operations Officer

Committees/councils
All information and processes relating to ACSA’s committees and councils are handled by the executive team.

Contact: Adelita Dizdarevic, Governance Assistant
**Conference Room Reservations**
ACSA has several conference rooms available for ACSA leaders to use for association business based on availability. The conference room schedule is managed by the Executive team.
*Contact: Adelita Dizdarevic, Governance Assistant*

**Volunteer Leader Recognition**
As a Region or State Committee/Council leader, the Executive team can provide you with certificates of appreciation to honor leaders in your Region, charters, or committees/councils for presentation.
*Contact: Naomi Blache, Receptionist*

**Human Resources**
The Executive Department administers all internal HR programs, such as risk management, legal compliance, workers’ compensation and the employment process. The team administers the employee retirement plan, manages benefits, and maintains compliance with policies in the ACSA employee handbook and assures other regulatory and legal requirements are met.
*Contact: Leslie McMenamy, HR Manager*
FINANCIAL SERVICES DEPARTMENT

ACSA’s Financial Services Department supports all ACSA entities with general accounting, budget development and monitoring, internal and external financial reporting, financial planning and analysis, payroll, cash forecasting, investment management, banking relations, insurance, leases, ACSA Committees and Councils, and outside agencies and organizations, PAC reporting, taxes, retirement administration, and audit. Financial Services also provides support to the ACSA Executive Director, Board Finance Committee and board on financial matters.

Many of the functions the department supports are segregated by reportable entity. ACSA is the parent organization and is a California non-profit mutual benefit corporation for its members with its own tax entity. Foundation for Educational Administration is a California non-profit public benefit corporation and was established to develop and promote educational administration. School Administrators Special Services is also an affiliate and a California non-profit mutual benefit corporation established to assist ACSA members obtain group insurance policies and special group services. ACSA’s Political Action Committees are voluntary, non-profit, unincorporated committees which support candidates and issues consistent with the purposes of ACSA. The National Association of School Superintendents develops, promotes and serves the interests of superintendents nationwide.

General accounting
The department maintains the general ledger and reports monthly on the financial status of ACSA and its six affiliates. This includes tracking and reporting actual revenue and expense results versus the prior year and budget for more than 150 programs and 1200 possible revenue and expense general ledger account combinations per program for all seven ACSA departments. There are 500 possible balance sheet general ledger accounts.

Contact: Erin Grogan; Senior Director of Financial Services

Accounts Receivable
This function is responsible for the collection and posting of all revenues for all of ACSA’s affiliates. This includes monthly member payments to ACSA (including those passed through to organizations such as AASA, NAESP and NASSP), FEA, SASS, and the PACs. All invoicing and posting of revenue from FEA professional development academies and programs, sale of ACSA and FEA publications and ACSA store items, payments to SASS for insurance premiums and contributions to the ACSA PACs fall within this function.

Contact: Alvin Maharaj; FEA A/R Accountant, Maggie Toval; Membership A/R Clerk

Accounts Payable
The disbursements team is responsible for coding or processing expenses for all of ACSA entities and expense reimbursement for staff and members. The team keeps all contracts including equipment leases, consultant and speaker contracts, MOU’s and grants. It is responsible for producing 1099-MISC tax returns for various vendors used by state ACSA, as well as its regions.

Contact: Max McGrath; Senior A/P Clerk and Summer Deng; A/P Clerk
Payroll and benefits
The department works in coordination with ACSA’s Human Resources function to ensure all employees are paid accurately and on a timely basis, handles all payroll tax reporting, tracks and reports all vacation and sick usage and ensures all vendors are paid for employee benefit programs. This function also provides support for retirement plan reporting.
Contact: Mandy Feng; Accounting Manager

Internal, external and tax reporting
This function involves working with and/or reporting to other outside organizations. This includes reporting all PAC contributions and payments, as well as other reporting to the state, other counties and the FPPC. This function also includes reporting all activity on grants to the grantor, tax reporting to local, state and federal authorities for income, personal and real property, business license, resellers license and sales taxes.
Contact: Kavita Sharma; Reporting Manager

Budget and financial planning/analysis
This function includes preparation, monitoring and adjusting the annual budget including a capital budget, monitoring of key indicators such as number of ACSA members, membership revenue and major professional development programs, analyzing potential equipment purchase versus lease options, developing cash flow and expense projections for major projects, managing debt and developing and implementing policies to ensure the continued financial strength of ACSA, such as implementing balanced budgets and increasing reserves.
Contact: Erin Grogan; Senior Director of Financial Services

Investments, banking and insurance
These functions include developing, monitoring and reporting on ACSA’s investments to senior management and the Board Finance Committee; obtaining adequate lines of credit for working capital; monitoring cash flow needs and ensuring ACSA has the best products available at a reasonable cost for banking services such as lock box, checking and savings accounts, merchant card processing, business credit cards and travel agency charges. The insurance function handles all insurance coverage for ACSA and its affiliates to ensure all critical risks are covered. This includes such coverage as commercial, business auto, commercial crime, fiduciary/pension plan, differences in condition (i.e., earthquake, flood), professional liability for directors and officers, workers’ compensation and employment practices.
Contact: Erin Grogan; Senior Director of Financial Services

The Senior Director of Financial Services is the liaison to the Audit and Finance Committees of the Board, the ACSA Business Services Council and other organizations.
POLICY & GOVERNMENTAL RELATIONS
AND FEDERAL RELATIONS DEPARTMENTS

ACSA’s Policy & Governmental Relations and Federal Relations Departments consist of 10 advocates committed to carrying out ACSA’s legislative and political programs at the state and federal levels of government and regulatory agencies. The staff is charged with fulfilling the association’s strategic direction of being “bold and authoritative advocates” for the benefit of students and educational leaders in California.

Edgar Zazueta – Senior Director of Policy & Governmental Relations
Edgar leads the Policy and Governmental Relations Department and leads the overall legislative, political affairs, strategy and policy program for the association. Edgar works closely with the Vice Presidents of Legislative Action on candidate endorsements, Legislative Action Day, as well as managing the Education Legal Support Fund. He also oversees the work of the Legislative Policy Committee, assists the Superintendency Council, as well as works closely with the Executive Director and the Senior Director of Federal Relations to maintain consistency of messaging and vision of ACSA.

Adonai Mack – Senior Director of Federal Relations
Adonai leads the Federal Relations Department overseeing the development and implementation of federal strategic positions with education-related issues, including policy, development, lobbying, and external engagement. By guiding policy assessment and initiatives that address key issues in public education, Adonai advances ACSA’ core values. Adonai contributes immense expertise in advocating on behalf of education to legislators, policymakers, and executive agencies on strategic imperatives, as well as PAC support and expansion.

Laura Preston – Legislative Advocate
Laura advocates on behalf of ACSA on a number of policy areas including but not limited to credentialing, employee-employer relations, evaluations, dismissal, governance, transparency, and school facilities. She works closely with the Human Resources Council. She also oversees ACSA’s Women’s Leadership Network.

Martha Alvarez – Legislative Advocate
Martha analyzes and advocates on the state budget and policy issues related to fiscal accountability, early education, education technology, lottery and transportation. She advocates ACSA’s positions to the State Board of Education and coordinates responses to the myriad of issues that come before the State Board. Martha currently staffs ACSA’s 2017 Accountability and Continuous Improvement Task Force.

Iván Carrillo – Legislative Advocate
Iván advocates on behalf of ACSA on key legislative issues such as adult education, retirement and pensions, attendance/truancy, alternatives to discipline, homeless/foster youth, school
safety and immigration issues on behalf of ACSA. He also works closely with ACSA’s Adult Education Council and Retirement Committee.

**Cathy McBride – Legislative Advocate**
Cathy advocates on issues such as charter schools, child health/nutrition, curriculum & instruction, instructional materials, online learning, school choice, STEM, transportation and special education. She also works closely with ACSA’s Student Services and Special Education Council and currently staffs ACSA’s Charter School Task Force, which was convened to address the complex issues facing charter schools.

**Kristy Tinsley – Legislative Assistant**
Kristy serves as the administrative assistant to the senior director of Policy & Governmental Relations department, provides administrative support to advocate team. She maintains the Governmental Relations legislative bill tracking database and serves as staff liaison to the Legislative Policy Committee. Kristy also maintains the Governmental Relations portion of the ACSA website, as well as Engage (grassroots advocacy web tool), department webinars and is responsible for managing the department’s events. She assists with staffing ACSA’s Business Services and coordination with regulatory agencies as well as state appointments.

**Kristy Tchamorian – Legislative Assistant**
Kristy provides administrative support to the advocacy team in legislative bill tracking, assisting as support staff to the Vice Presidents of Legislative Action, as well as to the Adult Education Council, Education Options Council and the Human Resources Council.

**Jason Henderson – Legislative Analyst**
Jason primary role within Federal Relations Department is to research, track, and follow state and federal legislation and education-related policy issues that are significant to the public education system via data entry, updates, and reports. Additionally, Jason coordinates and attends national affiliate partner advocacy events in order to expand ACSA’s national voice.

**Sarah Monte – Policy Analyst**
Sarah develops and implements grassroots advocacy strategies and programs, locates innovative funding streams for ACSA PAC, contributes to the political strategy of the entire department and acts as ACSA’s liaison to the organization’s campaign finance attorneys. She works closely with the statewide Vice President of Legislative Action to manage ACSA’s legislative and constitutional candidate endorsement process, including crafting the candidate questionnaire to include current issues, and incorporates ACSA’s legislative priorities in the overall endorsement process. Sarah is the staff liaison to the Vice Presidents for Legislative Action and assists in planning ACSA’s annual Legislative Action Day.
POLICY & GOVERNMENTAL RELATIONS

Developing and Influencing Legislation
Each year, the Governmental Relations (GR) staff works to develop legislative proposals as recommended by the state Legislative Policy Committee (LPC) and based on ACSA’s Legislative Platform which is adopted by the Leadership Assembly. Staff communicates with standing Councils/Committees that have advised the LPC that a specific change in the law is needed, writes the proposals for review by the LPC, prepares language for bill introduction, and secures authors to introduce the resulting items of sponsorship. GR staff also monitors and testifies at weekly hearings of legislative committees and subcommittees. GR staff meets regularly with members of the State Assembly and Senate. Day-to-day contact is made throughout the year with the authors of bills that ACSA has active positions on and with legislators who are members of committees scheduled to hear those bills. Letters indicating support and opposition are sent to legislators prior to committee hearings and floor actions and to the governor once the bill is sent to him for action. ACSA’s GR department tracks more than 600 legislative measures, each year totaling more than 1,200 pieces of legislation per two-year legislative session. GR staff also monitors and communicates with legislators at the Federal level. Staff leads a delegation of ACSA members to Washington, D.C. every year to meet with legislators and regulatory agencies regarding ACSA’s positions.

Legislative Policy Committee
ACSA’s LPC meets five times each year, studies and discusses pending bills impacting preschool to adult education, and takes positions on pertinent legislation. The committee reviews ACSA’s legislative platform surveys the general membership, and makes recommendations to the ACSA Leadership Assembly for needed changes every two years. The LPC is made up of one representative from each of ACSA’s 19 regions, 12 ACSA Council Representatives, and 5 ACSA Standing Committee Representatives who conduct region legislative committee meetings prior to LPC meetings in order to obtain region input on pending legislation. In addition, one representative from each council/committee serves on the LPC. As needed, the committee/council requests proposals for sponsored legislation from each standing committee, reviews proposals, and votes on which proposals to sponsor based on information provided by staff. The committee may also review congressional activities and takes positions on major federal issues.

Vice Presidents for Legislative Action
GR and Political Affairs and Strategy staff meet with the Vice Presidents for Legislative Action four times each year to design and implement a plan of action guaranteeing timely contact with legislators by individual ACSA members. The VPLAs, working with GR and Political Affairs and Strategy staff, secure letter-writing campaigns as needed, organize ACSA’s legislative action day, as well as local and regional activities, and exchange information among regions. During the legislative session, alerts are issued by the GR office, which coordinates the necessary responses. In election years, the 19 elected regional vice-presidents coordinate interviews with candidates for legislative offices and assist in developing recommendations for endorsing legislative candidates. They serve as part of ACSA’s grassroots effort on initiative campaigns.
INFORMATION TECHNOLOGY DEPARTMENT

ACSA’s Information Technology Department supports all ACSA departments and membership statewide. ACSA IT guides and support multiple systems and tools to support business strategy development, company-wide communication, collaboration and data management, data and system information security and training and support.

Information Technology infrastructure, governance and leadership
IT works with each department to develop strategies to provide solutions for efficient data management while ensuring data integrity and integration companywide. Whether it is a single-use software, computer workstations or an ACSA data management system, ACSA’s IT department streamlines how it all works together.

Contact: Tony Baldwin; Senior Director of Information Technology

ACSA Content Management System & Cloud-based technologies
IT provides support for all ACSA web-based systems by establishing project scope, designing and delivering final solutions, as well as leading team members through the steps of each project. IT works with all departments on a wide array of projects with a broad range of needs to deliver quality, efficient, forward-thinking solutions, including our company website at acsa.org.

Contact: Josh Peterson; Web Manager

ACSA Association Management System & data integration
IT is responsible for managing the communications, planning and execution of our Association Management System, the primary membership data management tool within ACSA, and the portal by which members can update and manage their data. IT provides staff and end-user training on the system.

Contact: Arnaldo Rivera; AMS Manager

ACSA Network Administration
IT oversees, operates and maintains local and wide area networks and servers, including design, installation, configuration, monitoring, upgrades, and troubleshooting. IT is responsible for network infrastructure, including routers, switches, and wireless LANs. We support all web-based systems, email, databases, firewall security, and other applications. Network administration includes support for ACSA’s digital office phone system and data backup responsibilities.

Contact: Cedric Burgess; Network Administrator

ACSA Technology Support
IT provides first-level technical consultation, direct support, and training for all company systems. IT provides these services, sometimes remotely, to all ACSA offices via our automated Help Desk system. This includes technical support of hardware, applications, operating systems telephony systems and networking and often participates in systems development and system integration. IT also provides support at our external events.

Contact: Chris Booth; Technology Support Specialist
MEMBER SERVICES DEPARTMENT

The Member Services Department provides leadership and coordination of membership recruitment and retention strategies, as well as support services to members. The department is comprised of five units, with each arm having a specialized function, but maintaining a focus on growing membership.

Membership recruitment and retention campaign
This group of dedicated part-time staffers is comprised of both practicing and retired educational leaders who focus solely on growing the organization. The team identifies and reaches out to non-members statewide and are encouraged to communicate and collaborate regularly with region leaders for the purpose of recruitment.
Contact: Margarita Cuizon-Armelino, Senior Director of Member Services

Member Assistance and Legal Support Team
Our legal support staff are seasoned part-time professionals who provide assistance to members with concerns on professional, ethical and legal matters related to employment status and due process rights, contract language, as well as strike preparation. Advocates are retired school administrators and a great resource for information.
Contact: Joanne Godfrey, Ontario Office Manager

Member Services Processing Unit
This area of staff is responsible for the management and maintenance of the membership database, which contains sensitive member information. This unit is also charged with the billing and collection of dues and PAC contributions for all ACSA members and provides membership lists, labels and demographics.
Contact: Carlota Cabrera, Membership Processing Unit Supervisor

Mentor Program
The Mentor Program currently serves members in their first and second year of a new administration position. It is designed to build a professional relationship between a new leader and an experienced mentor to strengthen leadership skills.
Marc Ecker and John Almond, State Coordinators

ACSA Ambassadors
ACSA Ambassadors are a cadre of retired members whose purpose is to welcome new members, educate them on the ACSA structure, connect them to member benefits and services, as well as peers at the local level.
Contact: Janis Rawlins, Member Services Assistant

Members who wish to inquire about their membership profile or make changes to their information should contact the following Member Relations Specialist
Last Name from A-G, Simon Wong
Last Name from H-O, Cynthia Peralta-Melendez
Last Name from P-Z, Stephanie Llamas
III. Calendars & Travel
association of california school administrators

2019-2020 Governance Calendar

Approved by the ACSA Board of Directors October 12, 2018

Board Meetings

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<thead>
<tr>
<th>July 24, 2019</th>
<th>Newport Beach</th>
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<tr>
<td>October 18, 2019</td>
<td>Orange County</td>
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<tr>
<td>February 21, 2020</td>
<td>Ontario</td>
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<td>May 8, 2020</td>
<td>Sacramento</td>
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Executive Committee

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<th>July 24, 2019</th>
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<tr>
<td>October 17, 2019</td>
<td>Orange County</td>
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<tr>
<td>November 7, 2019</td>
<td>Leadership Summit, San Francisco</td>
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<tr>
<td>December 16, 2019</td>
<td>Conference Call (if needed)</td>
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<td>February 20, 2020</td>
<td>Ontario</td>
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<tr>
<td>April 20, 2020</td>
<td>Legislative Action Day, Sacramento</td>
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<tr>
<td>May 7, 2020</td>
<td>Sacramento</td>
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ACSA Holidays

| July 4, 2019 | Independence Day |
| September 2, 2019 | Labor Day |
| November 11, 2019 | Veteran’s Day |
| November 28, 2019 | Thanksgiving Day |
| November 29, 2019 | Day after Thanksgiving |
| December 23-31, 2019 | Winter Break |
| January 1, 2020 | New Year’s Day |
| January 20, 2020 | Martin Luther King Jr Day |
| February 10, 2020 | Lincoln’s Birthday |
| February 17, 2020 | Washington’s Birthday |
| March 31, 2020 | Cesar Chavez Day |
| April 10, 2020 | Good Friday (1/2 Day) |
| May 25, 2020 | Memorial Day |

Legislative Action Day

| April 19-20, 2020 | Stampede Day, Sacramento |

Leadership Assembly

| October 17, 2019 | Orange County |
| February 20, 2020 | Ontario |
| May 7, 2020 | Sacramento |

Leadership Summit

| November 7-9, 2019 | San Francisco |

Board Retreat

| July 21-24, 2019 | Newport Beach |

Awards Deadline

| January 18, 2020 | Nomination Submission Deadline |

ACSA All-Staff Retreats

| December 13, 2019 | TBD |
| June 12, 2020 | TBD |

JULY 2019

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AUGUST 2019

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SEPTEMBER 2019

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2019-2020

Agenda Schedule for Board and Leadership Assembly Meetings

The following is the schedule for submitting agenda items for the Board of Directors and Leadership Assembly meetings in 2019-2020.

BOARD OF DIRECTORS:

<table>
<thead>
<tr>
<th>Meeting Date</th>
<th>Agenda Items Due</th>
<th>Agenda Posted</th>
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<tbody>
<tr>
<td>July 24, 2019</td>
<td>July 3, 2019</td>
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<td>October 18, 2019</td>
<td>September 27, 2019</td>
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<td>February 21, 2020</td>
<td>January 31, 2020</td>
<td>February 7, 2020</td>
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<td>May 8, 2020</td>
<td>April 17, 2020</td>
<td>April 24, 2020</td>
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Send items for board agendas to Suzanne Caffrey (scaffrey@acsa.org)

LEADERSHIP ASSEMBLY:

<table>
<thead>
<tr>
<th>Meeting Date</th>
<th>Preliminary Information Posted</th>
<th>Agenda Items Due</th>
<th>Final Agenda Posted</th>
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<tbody>
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<td>October 17, 2019</td>
<td>September 5, 2019</td>
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<tr>
<td>May 7, 2020</td>
<td>March 26, 2020</td>
<td>April 17, 2020</td>
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Send items for leadership assembly agendas to Lori Allred (lallred@acsa.org)
ACSA TRAVEL INSTRUCTIONS

Driving
For the 2019-20 year automobile mileage is reimbursed at the rate of 58.0¢ per mile, but this amount should not exceed the air travel rate. Driving, rather than flying, is considerably less expensive if you're traveling 150 miles or less one way.

Travel by air
For members flying to attend meetings, ACSA will reimburse the cost of the following travel expenses (with receipts as appropriate):

- Mileage to/from the airport
- Airport parking
- Economy airfare
- Shuttle (preferred) or taxicab to/from airport (recommended for two or more members needing transportation to/from the airport.)

ACSA will reimburse flights at the rate for Southwest airlines fares purchased 21 or more days in advance of scheduled meetings. ACSA will not reimburse Business Select fares.

Flight arrangements
ACSA asks that member fly only if it is the least expensive way to travel. ACSA also requests that members make flight arrangements such that they are able to attend the entire meeting. That is, flights should arrive no later than approximately 8:30 a.m. and depart no earlier than approximately 4:30 p.m.

In order to make flight reservations in as cost saving and cost effective a manner as possible, members are asked to make their reservations as far in advance as possible. It is more cost effective to book reservations early and cancel in the case of an emergency than to book reservations at the last minute and pay a premium price. Therefore, members are asked to book their flights one month or more in advance of each meeting and no later than 21 days in advance of the meeting.

Members are asked to book discounted fares available online. Reservations may be made directly:

- With carriers such as Southwest, JetBlue, America West/US Airways, United, etc.
- Or through discounted travel services such as CheapTickets, Expedia, Hotwire, Kayak, Lowestfare.com, Orbitz, Travelocity, TravelZoo, etc.
Shuttle or taxi service
While Super Shuttle is encouraged as the preferred method of transportation from the Sacramento airport, members may take a taxicab from the airport. In order to use taxi service, at least two members should share a taxicab to/from the destination. The taxi fare from the Sacramento airport to the Sacramento ACSA office is about $25 one way.

Travel expense forms
Committees/Councils:
Travel expense forms will be distributed at each committee/council meeting. Please be sure to have the chair/council president and staff liaison sign your form before submitting it to the ACSA Financial Services Department in Burlingame.

Delegate Assembly:
Travel expense forms will be distributed and collected at the delegate assembly meetings.
**TRAVEL EXPENSE CLAIM – Calendar Year 2019**

☐ Check Here If New Address

Payable to (Print) ____________________________________________ First  Middle  Last

Street Address ______________________________________________________

City________________________________________ State_________ Zip________

Name of Committee or Activity_____________________________________

Location of Meeting_______________________________________________ Date of Meeting____________________

☐ Regular Committee  ☐ Special Funding  Activity Number ________________

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<th>MILEAGE (58¢ per mile)</th>
<th>AIR*</th>
<th>MEALS *</th>
<th>HOTEL*</th>
<th>SURFACE TRAVEL* (Parking, Taxi, etc…)</th>
<th>OTHER*</th>
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TOTAL OF REIMBURSEMENT REQUEST $ 0.00

(*NO REIMBURSEMENT FOR THESE CATEGORIES WITHOUT ITEMIZED RECEIPTS)

I hereby certify that the above is a true statement of travel expenses incurred by me in accordance with the current expense policy of ACSA and that all items shown were for official business of the association and that no expenses herein claimed were received or paid from other sources.

Signature __________________________________________ Date____________________

(Claim must be signed before it can be processed)

Approval of Chairperson (or Coordinator)__________________________ Date____________________

Approval of Committee Staff Liaison____________________________ Date____________________

SEE REVERSE FOR FILING INSTRUCTIONS
GENERAL

This form is to be used by individuals traveling on ACSA business. In order to expedite your claim, please follow the steps below:

1) **Sign** the expense claim after completing form and attaching receipts.
2) **Submit for approval** to the committee chair/ council president immediately after each trip.
3) **The chair/ president will then forward** the claim to ACSA's Business Office in Burlingame.
4) Out-of-state travel must be **approved in writing** in advance by the Executive Director before any out-of-pocket expenses will be reimbursed.
5) Prior to submitting, retain a copy for your records.

All expense claims should be submitted within five working days from the time incurred in order to be reimbursed on a timely basis.

RECEIPTS FOR ALL EXPENSES MUST BE ATTACHED TO THE EXPENSE VOUCHER

AIR TRAVEL

Air travel should be used only if it is the least expensive way to travel. It is most cost effective to book flight reservations early. Therefore, ACSA asks that you book your flight at least **one month in advance** in order to obtain the lowest fare. First class or business class seat selections on flights will not be reimbursed.

RENTAL

Rental Cars should be utilized in cases where it is more economical than air travel or mileage reimbursement. Select the most economical vehicle available. Gasoline costs for rental cars only (vs. personal vehicle) will also be reimbursed.

MILEAGE

Mileage will be reimbursed by the rate determined by ACSA and should not exceed the comparable air travel rate and/or cost of a rental car. Mileage will also reimbursed to and from the airport if you do fly.

LODGING

 Lodging should be chosen at properties where special ACSA room rates have been established. **Reimbursement for overnight hotel accommodations is authorized only if the meeting is more than one day or if travel arrangements necessitate staying overnight and need to be approved in advance by the Council President and/or Staff Liaison.**

MEALS

While traveling on ACSA business, reasonable expenses for meals will be reimbursed with a copy of receipts for each meal. Per IRS requirements, please note on the back of the receipt the names in your party and the business purpose of the meal.

OTHER

For incidentals such as postage, bridge tolls, and gratuities other than for meals: **receipts for $25 or more are required.** An explanation must be provided on the expense report as to the nature of the expense.

THE FOLLOWING EXPENSES WILL NOT BE REIMBURSED:

* Early check-in for flights and/or hotel rooms  * First or business class seat selection on flights
  * Limousine service  * Hotel mini-bar items
  * Hotel movie rentals  * Hotel spa services  * Hotel laundry services
  * Any personal expenses
IV. Regions & Charters
ACSA REGIONS AND CHARTERS

Region relationship to state ACSA
ACSA is divided into 19 regions within the state with geographic boundaries and numerical designations outlined in policy. The function of regions is to promote within the region the purposes of ACSA as stated in the bylaws, with programs and activities similar to and consistent with those of ACSA.

Our nineteen regions elect governing boards and have their own bylaws, which must be consistent with State ACSA bylaws, must be reviewed every two years, and must be submitted to State ACSA by May of even numbered years. Each region elects a state director to serve on the State ACSA Board of Directors.

In addition, each region must submit a programmatic plan and budget by October 1st as well as a report of progress on the objectives of that plan each year by August 31st.

Regions are expected to develop and oversee Charters and Charter leadership within the region. They are to support and encourage networking, professional development and information dissemination within the region. They should also focus on identification and cultivation of future leaders; provide professional recognition, support member recruitment and participation of Region officers in the ACSA Leadership Assembly.

Regions are significantly funded through state membership dues rebates at a level set by the ACSA Board of Directors. Regions are an extension of State ACSA and share the same tax ID number, so their financial operations are subject to ACSA’s annual audit.

Charter relationship to regions and state ACSA
Charter groups are smaller units of ACSA within each region. The Charters operate under the jurisdiction of the region, with the size and focus, varying as determined by the region. Since Charters operate under the direction of the region, Charters have their own tax ID numbers. Each charter must submit to the leadership of their region their programmatic plan and budget by October 1st, as well as a report of progress on objectives of that plan each year by August 31st.
### Timeline and Key Dates for ACSA Regions
#### 2019-2020 Governance Year

<table>
<thead>
<tr>
<th>Due Date:</th>
<th>Item Due:</th>
<th>Submit/Reply to:</th>
</tr>
</thead>
<tbody>
<tr>
<td>7/1/19</td>
<td>Beginning of the fiscal year. <em>Region budgets should be approved by the Region Board by this day.</em></td>
<td>N/A</td>
</tr>
<tr>
<td>7/15/19</td>
<td>All expense claims due for the FY19 (ending 6/30/19) <em>Claims received after July 15th may not be reimbursable.</em></td>
<td>Financial Services Dept.</td>
</tr>
<tr>
<td>8/31/19</td>
<td>Region Fiscal Year-End Financial Report and supplemental documents outlined in policy due</td>
<td>Financial Services Dept.</td>
</tr>
<tr>
<td>9/1/19</td>
<td>Quarterly Reporting due for In and Out-of-State Consultant/Professional Fees paid by the region</td>
<td>Financial Services Dept.</td>
</tr>
<tr>
<td>9/5/19</td>
<td>Leadership Assembly Preliminary Info email (October 2019): <em>Reply to request for lodging needs, alternates, other details</em></td>
<td>Executive Department</td>
</tr>
<tr>
<td>11/2020</td>
<td>Letter Rec’d from State President-Elect requesting nominations for cmte/council appointments beginning July 2020.</td>
<td>Executive Department</td>
</tr>
<tr>
<td>10/1/19</td>
<td>Region Strategic Focus/Annual PLANNING Template due <em>(includes copy of Region Budget)</em> <em>Recommend completing during summer planning retreat.</em></td>
<td>Executive Department</td>
</tr>
<tr>
<td>1/5/20</td>
<td>Quarterly Reporting due for In and Out-of-State Consultant/Professional Fees paid by the region</td>
<td>Financial Services Dept.</td>
</tr>
<tr>
<td>1/9/20</td>
<td>Leadership Assembly Preliminary Info email (Feb. 2020): <em>Reply to request for lodging needs, alternates, other details</em></td>
<td>Executive Department</td>
</tr>
<tr>
<td>1/16/20</td>
<td>Award nominations submission deadline</td>
<td>MarComm Department</td>
</tr>
<tr>
<td>2/2020</td>
<td>Memo to Region Presidents requesting names/addresses for region officers and charter presidents for 2020-21</td>
<td>Executive Department</td>
</tr>
<tr>
<td>3/2020</td>
<td>Region Committee/Council appointments due Region Board of Director Appointments due</td>
<td>Executive Department</td>
</tr>
<tr>
<td>3/26/20</td>
<td>Leadership Assembly Preliminary Info email (May 2020): <em>Reply to request for lodging needs, alternates, other details</em></td>
<td>Executive Department</td>
</tr>
<tr>
<td>4/1/20</td>
<td>Quarterly Reporting due for In and Out-of-State Consultant/Professional Fees paid by the region</td>
<td>Financial Services Dept.</td>
</tr>
<tr>
<td>5/1/20</td>
<td>Region Bylaws must be reviewed for compliance with State bylaws and submitted to State ACSA (only in even # years)</td>
<td>Executive Department</td>
</tr>
<tr>
<td>5/7/20</td>
<td>Region State Board Director appointments due (by date of spring Leadership Assembly)</td>
<td>Executive Department</td>
</tr>
<tr>
<td>6/1/20</td>
<td>Quarterly Reporting due for In and Out-of-State Consultant/Professional Fees paid by the region</td>
<td>Financial Services Dept.</td>
</tr>
<tr>
<td>6/30/20</td>
<td>End of the fiscal year. All spending for 7/1-6/30 or for services rendered are reportable in the Financial Report.</td>
<td>N/A</td>
</tr>
<tr>
<td>8/31/20</td>
<td>Region Strategic Focus/Annual REPORTING Template due <em>Recommend completing during summer planning retreat.</em></td>
<td>Executive Department</td>
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</tbody>
</table>
ACSA Region Strategic Focus 2019-2020
Annual Planning Template

ACSA Bylaws and Board-approved Policies & Procedures call for every Region to formulate a plan outlining the group's purpose, goals, events/activities, and evaluation methods at beginning of the year for Board consideration. With the adoption of ACSA's new Strategic Plan, Region leaders are asked to assure that their group's work aligns with goals articulated in the plan to maximize our collective efforts. Regions should submit this Annual Planning Template to Governance Assistant Adelita Dizdarevic at adizdarevic@acsa.org no later than October 1, 2019.

Today’s Date: Region #: Person submitting plan:

1. The Region’s current Purpose/Mission Statement is:

2. Please explain any changes to the Region’s prior year Purpose/Mission statement.

3. If the Region’s Purpose/Mission Statement does not address this, please explain how members are served.

4. The Region's Goals/Objectives for 2019-2020 are as follows:
5. The Region is planning the following specific events, activities, and meetings for 2019-2020:

6. Please indicate WHICH First or Second-Year Focus Strategic Plan Milestones will be supported by the Region’s goals/objectives and/or planned events, activities and meetings. In addition, please describe HOW the Region’s activities will support these Milestones, how the Region plans to coordinate its efforts with its Charters, and how Charters will support these goals.

NOTE: The Strategic Plan provides detailed descriptions of each Strategic Issue and Milestone.

MEMBER DEVELOPMENT & SUPPORT

Leadership Development

- Milestone A
- Milestone B
- Milestone C
- Milestone D

Professional Development – Content

- Milestone E

Professional Development – Delivery/Reinforcement

- Milestone H
- Milestone I
- Milestone J

Professional Practice Resources

- Milestone K
- Milestone L
Member Networking and Collaboration

❑ Milestone M

District/County/School Site Support Services

❑ Milestone N

ADVOCACY & INFLUENCE

ACSA in a Leadership Role

❑ Milestone P
❑ Milestone R

Grassroots Advocacy and Influence

❑ Milestone S
❑ Milestone T
❑ Milestone U

Media Relations

❑ Milestone W

ORG. DEVELOPMENT & SUSTAINABILITY

Organizational Alignment and Accountability

❑ Milestone Y
❑ Milestone Z
❑ Milestone AA

Member Outreach and Engagement

❑ Milestone CC
Milestone EE

Member Communication

Milestone GG

Milestone HH

Milestone II

Sustainability

Milestone JJ

7. What methods will you use to evaluate the Region’s success toward accomplishing goals/objectives and supporting the Strategic Plan Milestones?

8. Please attach the Region’s approved budget for the 2019-2020 governance year.

   Document is attached.
CERTIFICATES OF APPRECIATION FOR SERVICE FOR REGIONS AND CHARTERS

If you are interested in providing certificates of appreciation to leaders in your regions or charters, ACSA can assist you. A description of the types of certificates that are available is below.

REGION CERTIFICATES

Service Awards (Gold): Awarded to outgoing region officers.
Certificates of Appreciation (Blue/White): Awarded to other region representatives.

Certificates for regions should be requested only by the region president or the region consultant. Requests should be sent/faxed (916-596-9538) to Naomi Blache at ACSA’s Sacramento address at least two weeks before the certificates are needed. The certificates will be prepared and returned to the person and address indicated on the request form.

In order to prevent duplicate certificates from being made and/or certificates being presented to the wrong person, these forms must be completed and returned by state council/committee presidents/chairs, region presidents, or region consultants only. Additionally, region presidents and consultants should coordinate with each other to determine who will send in the request for certificates for recipients in their region.

Recognition Certificates
Service award certificates (gold) and certificates of appreciation (blue/white) will be available from ACSA’s Sacramento office. The following explanations designate for whom each certificate is available and who should order the certificates. The request forms are fillable.

CHARTER CERTIFICATES
Blank certificates of appreciation for charters are available for completion by the region.

Please contact Naomi Blache for any questions you may have. She can be reached at (916) 444-3216 or nblache@acsa.org. Please return request form(s) to Naomi Blache, c/o ACSA, 1029 J Street, Suite 500, Sacramento CA 95814 or by fax (916) 596-9538.
Role of region leaders

As a region leader or staff member, you will be expected to:

• As you plan your 2019-20 calendar, make sure to take the awards deadlines into account:
  
  Nomination Deadline: Jan. 16, 2020  
  State Finalists Deadline: Feb. 6, 2020

• Accurately communicate information about the program to region and charter leaders and members.

• Encourage all leaders and members to participate and to share information about the program with their colleagues.

• Help to determine leadership roles for your regional awards program, including the 2+ region managers for the online platform. Potentially also serve as a region awards manager to have access to your region’s online nominations. (Regions can assign as few or as many region managers as they require.)

• Act as liaison with state ACSA on the awards program, receiving updates on the program and sharing those updates with your region members and leaders.

• Provide assistance and resources for members within your regions, answering questions and/or directing to the state website and coordinator.

• Ensure that your region’s state finalists are selected in the online platform by the state deadline. This includes checking that each nominee meets the eligibility requirements for the award.

• Provide your region’s ESS student honoree information by the due date or soon after.

• Act as liaison to your region’s ESS student honoree. Communicate with the student/their support team when and how they will be honored, and provide support to the student in arranging travel to/from the event. You’ll receive complete information about the ESS Luncheon from state ACSA as the event approaches.

• Help us celebrate California’s outstanding administrators and inspiring students!

All nominations must be completed online at http://acsa.awardsplatform.com.
ACSA Awards Program Timeline

The statewide awards program takes place over a full calendar year, beginning in summer and ending the following fall.

**August:** The nomination period opens.

Nominators fill out an online nomination form for each candidate/colleague they are nominating.

**January:** Nominations are due for all award categories through the online platform. Regions select their winners and state finalists.

**February:** Every region’s state finalist submissions are due to state ACSA.

Regions announce their local winners. State finalist nominations are reviewed by the statewide Awards Committee.

**March:** The Statewide Awards Committee meets to select statewide recipients, and submit to the Board of Directors for approval.

State recipients receive phone calls from the Awards Committee, personally notifying them of their award. Regions honor their regional/local winners at spring awards ceremonies.

**Late March:** State recipients for that year are announced.

The list of all statewide recipients is published in EdCal and posted on ACSA's website.

**June to November:** State recipients are featured in EdCal stories and online.

Recipients work with ACSA to provide photos and interview responses and receive information about the Nov. dinner.

**Early November:** State recipients are honored at the Leadership Summit Awards Ceremony and President’s Dinner/Dance.
Date: May 9, 2019

To: All ACSA Region Treasurers
    All ACSA Region Consultants

Copy: 2019-20 Region Presidents
      2018-19 Region Presidents
      Gilbert Associates, Inc.

From: ACSA Chief Financial Officer

Subject: ACSA Annual Audit

At the completion of the 2018-19 fiscal year, kindly submit to my office the financial information necessary to complete the annual audit of ACSA and its affiliated companies. Specifically, we will need all income and expenses from your region’s financial operations for the 12-month period ending June 30, 2019. These figures should be reported on the "Regional Financial Report for Fiscal Year 2018-19 Form," also available on our website. Be sure that the beginning balance on your financial report for this fiscal year agrees with the ending balance of the prior fiscal year.

Please note that the format of the revenue and expense accounts as well as account descriptions have changed from prior years due to IRS requirements. The financial results of your regional operations will be included on State ACSA’s Tax Return. As such, your financial reports will also be reviewed by our independent auditors and will need to be returned by August 15, 2019 electronically to ksharma@acsa.org or to the following address: Association of California School Administrators, Attn: Kavita Sharma, 1575 Bayshore Highway, Burlingame, CA 94010.

We will also need your June 30, 2019 bank statement(s) and reconciliation(s), July 31, 2019 bank statement(s) and an updated list of your region’s bank account(s).

If you have any questions, please do not hesitate to call me or Kavita Sharma at (650) 692-4300. Kavita can also provide a copy of last year’s report. All forms will also be available at https://content.acsa.org/member-profile/finance.

Thank you for your continued cooperation.
FINANCIAL REPORT

Region

2018-19 Financial Report

Directions: Provide all data that is applicable to your region as of June 30, 2019 and submit to ACSA, 1575 Bayshore Highway, Burlingame, California 94010. The Financial Report must be received no later than August 31, 2019.

Any inquiries regarding the financial report and budget should be directed to:

Name: ________________________________
Street: ________________________________
City: _______ State: _______ Zip: _______
Telephone: (_______) ________________

I, ____________________, hereby certify that the financial report attached hereto is a true and correct statement of the financial condition of Region ________ of ACSA for the years reported.

Signature: ________________________________

Date: ________________________________
### ACSA REGION _____
### INCOME & EXPENSE STATEMENT
### Period 07/01/18 through 06/30/19

#### CASH BALANCES 06/30/18 Start of Period

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
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</thead>
<tbody>
<tr>
<td>1.</td>
<td>Checking</td>
</tr>
<tr>
<td>2.</td>
<td>Invested Reserves</td>
</tr>
<tr>
<td>3.</td>
<td>Total Cash Available</td>
</tr>
<tr>
<td></td>
<td>(Lines 1 and 2 combined)</td>
</tr>
</tbody>
</table>

#### REVENUES: 07/01/18 through 06/30/19

<p>| | |</p>
<table>
<thead>
<tr>
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<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>4.</td>
<td>Dues Rebates</td>
</tr>
<tr>
<td>5.</td>
<td>Sponsorship Fees</td>
</tr>
<tr>
<td>6.</td>
<td>Region Conferences</td>
</tr>
<tr>
<td>7.</td>
<td>Interest Income</td>
</tr>
<tr>
<td>8.</td>
<td>Dinner, Meal Fees</td>
</tr>
<tr>
<td>9.</td>
<td>Advertising Fees</td>
</tr>
<tr>
<td>10.</td>
<td>Contributions Received</td>
</tr>
<tr>
<td>11.</td>
<td>Other Income</td>
</tr>
<tr>
<td>12.</td>
<td><strong>TOTAL REVENUES</strong></td>
</tr>
<tr>
<td></td>
<td>(Lines 4 through 11)</td>
</tr>
</tbody>
</table>

#### EXPENSES: 07/01/18 through 06/30/19

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
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</tr>
</thead>
<tbody>
<tr>
<td>13.</td>
<td>Professional Services</td>
</tr>
<tr>
<td>14.</td>
<td>Honorariums</td>
</tr>
<tr>
<td>15.</td>
<td>Printing</td>
</tr>
<tr>
<td>16.</td>
<td>Office Supplies</td>
</tr>
<tr>
<td>17.</td>
<td>Rent</td>
</tr>
<tr>
<td>18.</td>
<td>Telephone</td>
</tr>
<tr>
<td>19.</td>
<td>Travel</td>
</tr>
</tbody>
</table>
## Expenses

<table>
<thead>
<tr>
<th>No.</th>
<th>Expense Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>20.</td>
<td>Meals</td>
<td>$____________</td>
</tr>
<tr>
<td>21.</td>
<td>Lodging</td>
<td>$____________</td>
</tr>
<tr>
<td>22.</td>
<td>Payments to Charters (Note 1)</td>
<td>$____________</td>
</tr>
<tr>
<td>23.</td>
<td>Contributions (Note 2)</td>
<td>$____________</td>
</tr>
</tbody>
</table>
| 24.  | Scholarships                              | $____________| No. Paid ______
| 25.  | Miscellaneous – Gen’l & Admin.           | $____________|
| 26.  | **TOTAL EXPENSES**                        | $____________| (Line 13 through 25)
| 27.  | **NET REVENUE (EXPENSE)**                 | $____________| (Line 12 minus Line 26)
| 28.  | **TOTAL CASH AVAILABLE, 06/30/19**        | $____________| (Line 3 plus Line 27)

### CASH BALANCES 06/30/19 End of Period

<table>
<thead>
<tr>
<th>No.</th>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>29.</td>
<td>Checking</td>
<td>$____________</td>
</tr>
<tr>
<td>30.</td>
<td>Invested Reserves</td>
<td>$____________</td>
</tr>
<tr>
<td>31.</td>
<td><strong>TOTAL OF ALL CASH</strong></td>
<td>$____________</td>
</tr>
</tbody>
</table>

**Note 1:** Include all amounts paid to charters. Due to new IRS reporting requirements for Form 990, for rebates paid to charters please list on a separate page, the name of the charter, the recipient’s name, their tax status, their EIN number, and the amount.

**Note 2:** Include in Contributions any amounts transferred from your region’s normal funds such as cash and invested reserves accounts to establish a foundation in your region. Please list on a separate page, the name of the foundation, their tax status, their EIN number, and the amount.
ACCOUNT DESCRIPTIONS FOR INCOME AND EXPENSE STATEMENTS
(CHAUT OF ACCOUNTS)

CASH BALANCE CHECKING - This figure represents the amount in your checking account as of the last working day for the fiscal year ending June 30th.

INVESTED RESERVES - This figure will be the total amount you have invested in Money Market funds, Certificates of Deposit or any other type of vehicle in which you are investing your excess cash as of June 30th.

TOTAL CASH AVAILABLE - This line will be the total of the amounts of cash and invested reserves.

REVENUE

DUES REBATES - This amount would be the total dues rebate received from State ACSA during the fiscal year July 1 through June 30.

SPONSORSHIP FEES – Amounts received from outside companies, firms, individuals to sponsor region activities.

REGION CONFERENCES - Amounts taken in by the region from members and/or non-members to cover region activity fees for any and all region conferences including events across several regions.

INTEREST - This amount represents all interest earned on region checking accounts, savings accounts, money market accounts, certificates of deposit or any other investments during fiscal year July 1 through June 30.

DINNER, MEAL FEES - Any amounts collected from attendees for dinners or other meals in your region during the fiscal year.

ADVERTISING FEES – Amounts received for advertising in region publications and websites.

CONTRIBUTIONS RECEIVED – Amounts received as contributions or donations from outside parties. Please list on a separate page the name, address, and amount of any contribution received over $5,000.
OTHER INCOME/REVENUE - Any and all types of revenue received and deposited by your region during the fiscal year which do not fit into any above revenue classifications

EXPENSES

PROFESSIONAL SERVICES - Any amounts paid in the fiscal year for auditing and accounting services, legal fees, program and computer costs, other professional and outside services such as website consultant, other consultants, and temporary help hired through agencies in connection with ACSA region activities. Must provide dollars paid to individuals over $600 total in any one calendar year to State ACSA for IRS reporting.

ACCOUNT DESCRIPTIONS FOR INCOME AND EXPENSE STATEMENTS
(CHART OF ACCOUNTS)

Page 2

HONORARIUMS - Amounts paid directly to presenters, speakers, individuals hired to conduct and present at region conferences, seminars, workshops, etc. Must provide dollars paid to individuals over $600 total in any one calendar year to State ACSA for IRS reporting.

PRINTING - PHOTOCOPY COSTS - All printed material and photocopy-reproduction costs which is performed by an outside vendor or by a school district requiring reimbursement to the school.

OFFICE SUPPLIES - Cost of office supplies such as computer supplies, pens, pencils, erasers, adding machine tape, staples, etc. and the cost of stationery, envelopes and other paper products used in the daily course of business in the ACSA regions.

RENT - Any rent which may be required to be paid for equipment or office space in order to conduct the activities of the ACSA regions.
TELEPHONE - Your cost for telephone expenses such as equipment rental, line charges, cell phone charges in connection with ACSA business.

TRAVEL - Those charges for any cost on any form of public transportation in connection with ACSA business. Included also in this category is air travel, car rental, mileage reimbursement paid to regular members for use of their personal car in connection with ACSA business paid by the region and not reimbursed by State ACSA.

MEALS - Cost of any and all meals while away from the region office in connection with ACSA business which are paid by the region and not reimbursed by State ACSA. Include also in this expense category the cost of group meals and banquets.

LODGING - Cost of any and all lodging while away from the region office in connection with ACSA business which are not reimbursed by State ACSA.

PAYMENTS TO CHARTERS - The total amount of money which you pay for whatever reason to the charters in your region. See Note 1 for further instructions.

CONTRIBUTIONS PAID – Cost of any contributions/ donations made to charity or other individuals by the region. Please list on a separate page the name, address, and amount paid to the recipient.

SCHOLARSHIPS – Cost of scholarships paid to students, region members or potential members. Also include above the number of scholarships granted in the fiscal year. Please list on a separate page the name, address, amount paid to the recipient, and the purpose of the scholarship (i.e. attend ACSA Personnel Academy, etc.).

MISCELLANEOUS - GENERAL & ADMINISTRATIVE - Any other expenses incurred while conducting business for ACSA by members of the region which do not fit into any of the above categories.
ACCOUNT DESCRIPTIONS FOR INCOME AND EXPENSE STATEMENTS

(CHART OF ACCOUNTS)

Page 3

NET REVENUE (EXPENSE) - This line represents the difference between total income (line 12) and total expenses (line 26).

TOTAL CASH AVAILABLE 06/30 - This line is the total of your total available cash at June 30th (line 3) and Net Revenue (Expense) (line 27).

CASH BALANCES 06/30 END OF PERIOD - This section breaks out the total on line 28 (Total Cash Available) by checking, invested reserves at the end of the period. Line 31 which reads "TOTAL" should equal line 28.
List of All Payments to Every Charter

<table>
<thead>
<tr>
<th>Name of Charter</th>
<th>Recipients Name</th>
<th>Amount Paid</th>
<th>EIN #</th>
<th>Tax Status</th>
</tr>
</thead>
<tbody>
<tr>
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</tbody>
</table>
## Scholarships Awarded for 2018-19

<table>
<thead>
<tr>
<th>Name of Recipient</th>
<th>Address of Recipient</th>
<th>Amount Given</th>
<th>Purpose</th>
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<tbody>
<tr>
<td></td>
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</table>
REGION TREASURER FOR 2019-20

Region: ______

Region Treasurer:

Name: ________________________________

School: ______________________________

District: _____________________________

Mailing Address:

Street: ______________________________

City: _________________________________

State: __________ Zip: ________________

Day Time Telephone: (____) ____________

FAX number (____) ________________

E-mail address: ________________________
<table>
<thead>
<tr>
<th></th>
<th>ACSA CHARTER PRESIDENTS’ CHECKLIST</th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Does the charter adopt annual priorities?</td>
<td>Yes</td>
<td>No</td>
<td>Who Will Do It?</td>
</tr>
<tr>
<td>2.</td>
<td>If appropriate, has the charter submitted a budget or annual financial report to the region?</td>
<td>Yes</td>
<td>No</td>
<td>Who Will Do It?</td>
</tr>
<tr>
<td>3.</td>
<td>Is the election of officers held before April 1 each year?</td>
<td>Yes</td>
<td>No</td>
<td>Who Will Do It?</td>
</tr>
<tr>
<td>4.</td>
<td>Do charter presidents have regular meetings?</td>
<td>Yes</td>
<td>No</td>
<td>Who Will Do It?</td>
</tr>
<tr>
<td>5.</td>
<td>Does the charter president attend region board/delegate assembly meetings?</td>
<td>Yes</td>
<td>No</td>
<td>Who Will Do It?</td>
</tr>
<tr>
<td>6.</td>
<td>Does the charter meet to react to region and state board/delegate assembly agendas?</td>
<td>Yes</td>
<td>No</td>
<td>Who Will Do It?</td>
</tr>
<tr>
<td>7.</td>
<td>Are all charter committee/council appointments completed?</td>
<td>Yes</td>
<td>No</td>
<td>Who Will Do It?</td>
</tr>
<tr>
<td>8.</td>
<td>Is there a charter officer designated to supervise committee/council activities?</td>
<td>Yes</td>
<td>No</td>
<td>Who Will Do It?</td>
</tr>
<tr>
<td>9.</td>
<td>Does the charter evaluate the effectiveness of committees/councils?</td>
<td>Yes</td>
<td>No</td>
<td>Who Will Do It?</td>
</tr>
<tr>
<td>10.</td>
<td>Have political action policies been presented to charter membership?</td>
<td>Yes</td>
<td>No</td>
<td>Who Will Do It?</td>
</tr>
<tr>
<td>11.</td>
<td>Does charter programming provide for:</td>
<td>Yes</td>
<td>No</td>
<td>Who Will Do It?</td>
</tr>
<tr>
<td></td>
<td>A. Job-alike meetings?</td>
<td>Yes</td>
<td>No</td>
<td>Who Will Do It?</td>
</tr>
<tr>
<td></td>
<td>B. Committee/council-sponsored meetings?</td>
<td>Yes</td>
<td>No</td>
<td>Who Will Do It?</td>
</tr>
<tr>
<td></td>
<td>C. State co-sponsored meetings?</td>
<td>Yes</td>
<td>No</td>
<td>Who Will Do It?</td>
</tr>
<tr>
<td>12.</td>
<td>Does the charter have a master calendar?</td>
<td>Yes</td>
<td>No</td>
<td>Who Will Do It?</td>
</tr>
<tr>
<td>13.</td>
<td>Does the charter have a membership chair?</td>
<td>Yes</td>
<td>No</td>
<td>Who Will Do It?</td>
</tr>
<tr>
<td>14.</td>
<td>Is membership and SASS information available at charter meetings?</td>
<td>Yes</td>
<td>No</td>
<td>Who Will Do It?</td>
</tr>
<tr>
<td>15.</td>
<td>Does the charter encourage membership in state ACSA?</td>
<td>Yes</td>
<td>No</td>
<td>Who Will Do It?</td>
</tr>
<tr>
<td>16.</td>
<td>Does the charter have a promotional campaign for new members?</td>
<td>Yes</td>
<td>No</td>
<td>Who Will Do It?</td>
</tr>
<tr>
<td>17.</td>
<td>Does the charter have an orientation program for new members?</td>
<td>Yes</td>
<td>No</td>
<td>Who Will Do It?</td>
</tr>
</tbody>
</table>
18. Does the charter have an “awards program” to recognize outstanding educators, citizens, students?
CHARTER ANNUAL REPORT

SAMPLE - Provided as an example. For Charter use as appropriate.

Name of Charter: ______________________________________________________________

Individual Making Report: ______________________________________________________

General Information

Total membership of Charter (number of members): ________________________________

Percent of membership belonging to State ACSA: _________________________________

Number of Charter Professional Development meetings: ____________________________

Activities/Accomplishments Of Charter Relative To Goals Of Charter

Examples:
  1. Image enhancement of public educational school administration
  2. Political awareness/development
  3. Charter membership (state/local)
  4. Due process
  5. Management leadership/administrative skill development

Other Comments
APPLICATION FOR NEW CHARTER

Attn: Suzanne Caffrey; 1029 J Street, Suite 500; Sacramento, CA 95814

Date________________________ Region____________________

1. Full name of proposed Charter _______________________________________

2. Number of school administrators in proposed Charter ______________________

3. Are the policies and practices of your proposed Charter in harmony with those stated in the ACSA Bylaws? □ □ (YES) (NO)

4. Attach a copy of your proposed Bylaws.

5. Attach a list, including name, position and school address, of each of your Charter members.

6. Attach a list of the names, addresses, and phone numbers, of officers of your Charter.

Action by ACSA Region __________ Date________________________

Approved _________ Disapproved _________

_____________________________ Region President Signature

4/15-sc
# REGION COMMITTEE/COUNCIL REPRESENTATIVE PLANNING GUIDE

## COMMITTEES/COUNCILS

<table>
<thead>
<tr>
<th></th>
<th>YES</th>
<th>NO</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Do region committees/councils meet regularly?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2. Does each charter have a representative on each region committee/council?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>3. Do committees/councils plan region job-alike programs?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>4. Does each region committee/council representative have a planned program of reporting at least four times per year to:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>a. The region executive board?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>b. Other committees/councils?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>c. Charters?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>d. All members?</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

## GENERAL

<table>
<thead>
<tr>
<th></th>
<th>YES</th>
<th>NO</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Does the region committee/council have a communication plan (email tree) for both routine and emergency or short lead-time situations?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2. Does the region committee/council have a plan to obtain reaction and/or input for the counterpart state committee/council?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>3. Has &quot;dead wood&quot; (members who do not attend meetings) been replaced?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>4. Does the region assume its responsibility in working on both state and local priorities?</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

## CALENDAR

<table>
<thead>
<tr>
<th></th>
<th>YES</th>
<th>NO</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Does the committee/council have a master calendar for all events including professional learning programs and activities?</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Association of California School Administrators

REGION COMMITTEE/COUNCIL REPRESENTATIVE PLANNING GUIDE

<table>
<thead>
<tr>
<th>CALENDAR (Cont’d)</th>
<th>YES</th>
<th>NO</th>
</tr>
</thead>
<tbody>
<tr>
<td>2. Does the master calendar provide for more than two meetings?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>3. Has the region master calendar been coordinated to avoid conflicts whenever possible with the:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>a. State Leadership Assembly?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>b. State Board of Directors?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>c. State Committee/Council Meetings?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>d. Region Meetings?</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>PROGRAM</th>
<th>YES</th>
<th>NO</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Do region programs and/or professional learning activities provide for:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>a. Job-alikes on some occasions?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>b. Committees/councils sponsoring some programs?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>c. Some workshops in addition to region meetings?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>d. Some workshops co-sponsored with:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>1. Other Regions?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2. Other Committees/Councils?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>3. School Districts?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>4. County superintendents' Office?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2. Has the region committee/council representative liaised with the professional learning or program chair to discuss the committee/council needs?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>3. Has the region chair met with charter presidents and/or program chair to develop:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>a. Coordinated calendar of activities?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>b. Some cooperative (if possible) activities?</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>PROGRAM (cont’d)</td>
<td>YES</td>
</tr>
<tr>
<td>---</td>
<td>---------------------------------------------------------------------------------</td>
<td>-----</td>
</tr>
<tr>
<td>4.</td>
<td>Does the committee/council plan to support region programs and/or professional learning activities utilizing:</td>
<td></td>
</tr>
<tr>
<td></td>
<td>a. Partial registration fees?</td>
<td></td>
</tr>
<tr>
<td></td>
<td>b. Partial registration fees?</td>
<td></td>
</tr>
<tr>
<td></td>
<td>c. Full registration fees?</td>
<td></td>
</tr>
<tr>
<td></td>
<td>d. Some district funds?</td>
<td></td>
</tr>
<tr>
<td></td>
<td>e. County office funds?</td>
<td></td>
</tr>
<tr>
<td></td>
<td>f. Some region funds?</td>
<td></td>
</tr>
<tr>
<td></td>
<td>g. Combination of above?</td>
<td></td>
</tr>
<tr>
<td></td>
<td>h. Other funds?</td>
<td></td>
</tr>
<tr>
<td>5.</td>
<td>Has the region committee/council representative met with the region consultant to coordinate calendars so the consultant can provide maximum service with limited time available?</td>
<td></td>
</tr>
<tr>
<td>6.</td>
<td>Has the region allocated funds or some method to obtain funds for committees/councils to provide programs?</td>
<td></td>
</tr>
<tr>
<td>7.</td>
<td>Are ACSA members charged less to attend region and/or committee/council programs than non-members?</td>
<td></td>
</tr>
</tbody>
</table>
WAYS TO STRENGTHEN REGION COMMITTEES/COUNCILS

One of the goals of state committees/councils should be to strengthen region committees/councils. Listed below are a variety of ideas which may assist you. These are not listed in priority order.

1. State committee/council member normally to serve as region committee/council representative.

2. Region committees/councils to have representation from each charter.

3. Region committee/council representative to serve on region board of directors or to report at least every other meeting of the region board of directors.

4. Region committees/councils working in cooperation with region program chair to plan special region or co-region meetings, programs, or workshops.

5. Region committee/council representative working in cooperation with region program chair to plan "job-alike" topics for at least a part of region meetings. These meetings might have a speaker or discussion group to share new materials, ideas, problems.

6. Use region committees/councils for input on critical issues, i.e. state department goals, tasks under consideration by state committees/councils, Board of Directors, undeveloped needs or problems, etc.

7. Consideration of a special publication or other bulletin (for region and/or program chair) on alternative ways committees/councils function in regions.

8. Some form of written report in every issue of region and/or charter newsletter whenever possible.

9. Develop effective two-way communication between state committee/council and region committee/council.

10. The ACSA staff has identified and developed workshops that could be made available for region use. The ACSA staff is also an excellent source of information on various topics of interest.

11. State committees/councils could identify professional learning topics for state or regions or charters to conduct for members.

12. Region committee/council representative to distribute a condensation of state and region activities via region newsletter or special bulletins to all job-alike types of personnel.
13. Members of state committees/councils to contact members of region committees/councils prior to state meetings to obtain ideas for state agenda.

14. Region committees/councils coordinate activities with county superintendents' offices to develop cooperative workshops, projects, programs, etc.

15. State committees/councils to coordinate with state department personnel in order to keep regions informed.

16. Members of state committees/council to contact region and charter presidents prior to state committee/councils meetings to determine possible agenda items.

17. Region committees/councils identify and/or develop exemplary programs within regions. Region and/or state to disseminate information.

18. State committees/councils to provide topics, panels, demonstrations, mini-workshops at Leadership Summit.

19. Have a member of state committee/council responsible to provide input to the Leadership Summit Planning Committee.

20. State committees/councils to establish additional task force groups, i.e., early childhood, textbooks, media, to prepare papers and/or workshops.

21. State committees/councils to establish better coordination with other ACSA committees/councils and/or assist in development of instruction related joint projects, i.e., secondary, middle and elementary education, evaluation, etc.

22. State committees/councils can work to better improve relationships with national organizations with similar interests.

23. Work cooperatively with other organizations to co-sponsor professional learning workshops and conferences.

24. Region curriculum and instruction committee/council identify district or county programs, publications, workshops or other media which facilitate implementation of ACSA priorities. These are to be communicated to state committees/councils and/or staff for screening and dissemination of availability for region, co-region or charter programs.
V. Committees & Councils
Committee/council work serves two purposes within ACSA: expertise and networking. The two functions involve responding to issues in two ways. Committees/councils respond to and develop activities and resources related to board adopted issues and ACSA’s mission and vision, and they also act on issues specific to and identified by the committee/council itself.

Councils & Committees:

- Council membership is comprised of an elected President and a member from each Region, all of whom hold positions related to a specific job-a-like and are made of members from each region aligned with a job-a-like category. Councils develop Bylaws and operating rules which are approved by the board of directors.
- Committees are comprised of an appointed Chair and members that may or may not represent every region. Formation of a committee is based on a common interest or goal, rather than a job-a-like.

Special Committees:

From time to time, the Board of Directors has created special committees. The main distinction between special committees and regular ACSA standing committees is that special committees may serve a limited term and members are not selected on a one per region basis. Appointments to special committees are not made on a one per region basis, but are made by the state president after consultation with appropriate resource persons. The following criteria is considered:

- Expertise in the area specified by the committee's purpose and responsibilities
- Job alike representation and balance

Sub-Committees of the ACSA Board of Directors:

The Audit Committee, Awards Committee, the Executive Committee and the Finance Committee convene as subcommittees of the state Board of Directors. Four current directors will serve on the Audit Committee, chaired by the past president. Four current or past directors will serve on the subcommittee on awards chaired by the past president. Minimum of four directors, with the Vice President acting as chair, will serve on the Finance Committee. The five Board Officers with two members elected from the Board of Directors will serve on the Executive Committee. These subcommittees will meet as needed.
<table>
<thead>
<tr>
<th>Councils</th>
<th>Regular (Standing) Committees</th>
<th>Special Committees</th>
<th>Sub-Committees of the ACSA Board of Directors</th>
</tr>
</thead>
<tbody>
<tr>
<td>● Adult Education</td>
<td>● Co-Administrators</td>
<td>● ACSA/CAPEA</td>
<td>● Audit</td>
</tr>
<tr>
<td>● Business Services</td>
<td>● Equity</td>
<td>● Leadership Summit</td>
<td>● Awards</td>
</tr>
<tr>
<td>● Career Technical Education</td>
<td>● Leadership Development Committee</td>
<td>● Small School District</td>
<td>● Executive</td>
</tr>
<tr>
<td>● Classified Educational Leaders</td>
<td>● Legislative Policy</td>
<td>● Urban Education</td>
<td>● Finance</td>
</tr>
<tr>
<td>● Curriculum, Instruction and Accountability Leaders</td>
<td>● Member Services</td>
<td></td>
<td></td>
</tr>
<tr>
<td>● Educational Options</td>
<td>● Retirement</td>
<td></td>
<td></td>
</tr>
<tr>
<td>● Elementary Education</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>● Human Resources</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>● Middle Grades Education</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>● Secondary Education</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>● Student Services and Special Education</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>● Superintendency</td>
<td></td>
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</tr>
</tbody>
</table>
2019-20 COMMITTEE PURPOSES

ACSA/CAPEA
The following purposes of the ACSA/CAPEA Committee will advance the interests, needs and well-being of California students so that our schools will once again be the best in the nation and the envy of education worldwide: To identify and study issues in the areas of higher education, administrator preparation and licensing, professional development providers, and legislation for the purpose of building collaboration and informing policy. To work collaboratively to identify issues and concerns of higher education and K-12 public education, professional preparation and development, and partnerships among school districts, institutions of higher education, and professional development providers. To influence and contribute to the education research agenda. To identify issues and make recommendations regarding increasing diversity and membership in the ranks of education administrators and professors of educational administration. ACSA members will be practicing administrators, appointed by ACSA’s president. CAPEA members will be professors of education, appointed by CAPEA.

Co-Administrators
To educate and empower co-administrators and aspiring administrators (vice-principals, assistant principals, deans, coordinators, etc.) in their role as instructional leaders within their schools and communities. To promote networking and increase communication among administrators and aspiring administrators. To provide access to professional development and mentoring experiences. To increase awareness of the co-administrator’s role and the importance of that role.

Equity Committee
To build capacity in cultural proficiency of all leaders within the association and throughout the state of California in order to effectively eliminate the educational gaps that reflect large numbers of underserved African American and Latino(a) students.

In order to accomplish this purpose we will:

- Identify and research issues related to equity and diversity to ensure equal access and equitable outcomes for all members and students we serve.
- Develop strong recruitment and retention policies and practices to grow membership through relevant services, products, and resources that address the needs of underserved stakeholders.
- Recommend policies, practices, and resources which lead to quality instructional/educational programs and services to ensure that all students are college and career ready.
- Assist in the development of programs, resources, and materials to help leaders effectively respond to issues that arise from religious affiliation as well as cultural, ethnic, racial, linguistic, gender, sexual orientation, and economic differences among students and communities.
- Establish partnerships and communication links with national and state administrator, teacher, parent and other educational organizations.
- Assist the board in implementing aspects of the association strategic plan goals in regards to equity and diversity issues that impact students and leaders.

**Leadership Development Committee**
The Leadership Development Committee, with a representation from each region, 2 board members and chaired by the ACSA State Past President, was formed as an advisory committee to the ACSA State Board to look at the governance of the organization and provide clarity, consistency and alignment of the bylaws of state ACSA, the regions, committees and councils. In addition to this work, the state board has asked the LDC to provide recommendations to the board on how they can help with the board's responsibility to provide leadership development and best practices for the committees and councils each year.

Define association leadership needs, set criteria and requirements, and then build programs, training and orientation strategies, mentoring/coaching opportunities, and other tasks that effectively develop leadership at the region, council/committee and board levels.

**Leadership Summit**
To organize, plan, and implement the program content of the annual Leadership Summit.

**Legislative Policy**
To identify and study areas of needed legislation affecting ACSA members and public education. To solicit sponsorship requests from ACSA members, and to sponsor bills that improve conditions in California schools. To study proposed legislation and, based upon ACSA's Legislative Platform and additional input from the Board of Directors, establish ACSA's position on state and federal legislation. To assist in the establishment of the ACSA Legislative Platform.

**Member Services**
To recruit, retain and recognize members. To identify trends and issues with membership categories that may require changes or adjustments. To support and help grow ACSA's Partner4Purpose program in order to further meet the needs of members. To monitor and ensure that region and charter bylaws align with state ACSA bylaws and that region and charters are in compliance with these regulations.

**Retirement**
To provide leadership, direction, clarification, and understanding of the California State Teachers' and California Public Employees' Retirement Systems to all ACSA members. To actively work with other members of the retirement coalition to protect and enhance the benefits of the California State Teachers' Retirement System and the California Public Employees' Retirement System. To investigate and to promote legislation that positively impacts or affects members of both systems. To encourage the continued participation, involvement, and service of retired ACSA members in the cause of improving the benefits of the California State Teachers’ Retirement System and the California Public Employees’ Retirement System.
Small School District
To advocate small school district issues within ACSA. To provide the Legislative Policy Committee information on legislation that would affect small school districts in conformance with ACSA’s legislative platform and positions. To provide training and information to support small school district administrators. To facilitate networking between CSBA’s Small School District Council and the Small School Districts Association Executive Committee.

Committee Representation: Since there are significant size differences among districts, representation should include superintendents from very small districts as well as districts up to 2,500. To facilitate networking, representation should include a member from CSBA’s Small School District Council and a member from the Small School Districts Association Executive Committee.

Urban Education
To identify and study issues relating to urban education. To emphasize the need to improve educational opportunity for children in urban school districts. To identify and articulate the unique concerns of administrators in urban school districts. To recommend solutions and/or courses of action to deal with problems and needs of urban schools. To identify and study issues and make recommendations on practices, policies, and positions to ACSA’s leadership and staff and to state agencies/legislators related to Urban Education.

Committee Representation: Nominations will be solicited from superintendents of districts self-identified as urban with size/enrollment of 20,000 students or more.
2019-20 COUNCIL PURPOSES

ACSA Council of Curriculum, Instruction and Accountability Leaders
- To identify and study issues and make recommendations on practices, policies, and positions to ACSA’s leadership and staff and to state agencies related to curriculum, instruction, assessment, and accountability;
- To identify and disseminate best practices for administrators who work in the areas of curriculum, instruction, and accountability, to ensure student centered instruction and services, which prepare all students to compete in an international society;
- To plan, develop, and coordinate professional learning programs, electronic media, and publications related to council business;
- To maintain liaison with the Western Association of Schools and Colleges (WASC), including nominating WASC commissioners;
- To review all non-ACSA requests to conduct research using ACSA records.
- To review all non-ACSA requests to conduct research using ACSA records.
- To maintain liaison with state agencies and other organizations which impact curriculum, instruction, accountability, interventions, assessment and evaluation;
- To assist in ACSA membership recruitment

Adult Education
To identify and study issues relating to adult education. To recommend legislative positions to ACSA and advocate for legislation that advances public adult education statewide. To actively enhance and promote adult education’s role with professional organizations, government officials, state agencies, school districts, business, industry, and the community at large. To plan and coordinate professional growth opportunities for administrators of adult education programs.

Business Services
To identify, study and address issues related to business services and school funding. To recommend associated state budget positions and serve as a quick response team on state budget issues that impact public education. To enhance and promote business services’ role within the education community. To build skills of business officials through workshops and conferences. To enhance communications with other ACSA committees, affiliated organizations, and state agencies in support of ACSA’s overarching priorities.

Career Technical Education
The purpose of the ACSA Career Technical Education Council is to support administration and ensure relevant high quality CTE programs that prepare PreK-adult students for successful transition to careers and post-secondary education through: core integrated curriculum, legislation, advocacy, professional development, communication and collaboration.
Classified Educational Leaders
To build and maintain a vibrant network of classified educational leaders, who share a mutual commitment to excellence in the service and support of our students, and are valued members of their leadership team. To develop and enhance professional growth opportunities for classified educational leaders, promote ACSA membership, and encourage participation in all levels of ACSA.

Educational Options Council
To explore, promote, support, and influence solutions to financial, program, accountability, and legislative issues facing alternative education in the state agencies which impact curriculum, instruction, accountability, interventions, assessment, and evaluation. To assist in ACSA membership recruitment.

Elementary Education
To identify and study issues related to elementary and pre-school administrators. To recommend best practices and policies and to serve as advocates for high quality programs for all elementary and pre-school children. To serve as a forum in which elementary and pre-school administrators may resolve issues related to their professional efforts. To serve as a representative of elementary and pre-school administrators in meeting the goals and priorities of ACSA. To provide representation and leadership from ACSA to NAESP. To assist in the recruitment of elementary and pre-school administrators as ACSA members. To plan and coordinate professional growth opportunities for elementary and pre-school administrators.

Human Resources
To identify and study issues relating to professionals responsible for personnel, employer/employee relations and other human resources programs. To provide leadership, direction, clarification, and understanding in such areas as personnel practices, employer-employee relationships, fair and equal employment practices, contract management, negotiations, retirement, legislation, credentials, management team concept, individual rights, and staff-related issues. To plan, provide, and encourage in-service training for administrators in this area, and to maintain liaison between ACSA and the American Association of School Personnel Administrators. To assist in the recruitment of personnel, employer/employee relations and other human resources administrators as ACSA members. To assist with addressing shortages in education and work with CTC to address the staffing challenges and opportunities. To promote the training and recruitment of individuals of diverse backgrounds as human resource administrators. To promote the highest standard of ethical conduct, assist local school administrators, and to assure due process to all members of ACSA.

Middle Grades Education
To identify and study issues relating to middle grades administrators and to recommend practices and policies which will lead to high quality programs for young adolescents. To strengthen a network for communication among middle grade administrators. To plan, provide, and encourage professional development programs for middle grades administrators. To assist in the recruitment of middle grades administrators as ACSA members. To encourage interaction and support between ACSA, the National Association of Secondary School Principals, the
California Department of Education, and other organizations and agencies promoting the interests of middle grades education.

**Secondary Education**
To identify and study issues and make recommendations to ACSA board of directors related to secondary education. To recommend practices and policies that will lead to high quality programs for secondary students. To recruit secondary administrators as members and to maintain a liaison between ACSA, National Association of Secondary School Principals (NASSP), California Interscholastic Federation (CIF), and other state agencies relating to secondary education. To plan and coordinate professional development programs for secondary administrators.

**Student Services and Special Education**
The Student Services and Special Education Council supports administrators in the areas of special education, student services, and coordinated youth services by:
- Advocating best practices, policies, and legislation to ensure high quality student programs.
- Improving collaboration and communication between general education, student services, special education, and other support agencies and organizations.
- Facilitating the development and understanding of current trends and financial issues related to their impact on student programs and services.
- Planning and coordinating timely and meaningful professional development offerings for new and experienced school administrators.
- Assisting in ACSA membership recruitment.

**Superintendency**
To identify and study issues related to the role and responsibilities of superintendents and proactively advocate for solutions. To strengthen a network for communication among superintendents. To be proactive in representing the viewpoints and vision of superintendents on critical education issues with a view toward influencing policy and practice at the local, state, and national levels. To plan strategies and practices that will influence the quality of education for all California students. To voice the critical need for stable, sound finance for educating California’s children. To represent superintendents in ACSA’s relations with the Governor’s office, Legislature, and State Superintendent of Public Instruction. To plan and coordinate professional development activities for superintendents and activities to enhance professional development of administrators and all school district positions. To encourage the active participation of superintendents and all other management team members in ACSA. To maintain a liaison relationship with AASA and other state organizations and agencies.
COMMITTEE/COUNCIL
GOALS/AGENDAS & BOARD ISSUES

Goal/Agendas for action:

Each committee/council determines at the beginning of each year what its goal/agenda for the year will be. Some committees/councils adopt multi-year plans which are carried forward with periodic review.

In choosing their action agendas, committees/councils may engage in any activity not contrary to policy or the operating procedures of the association.

Please note that while committees/councils are unable to adopt policy or positions on behalf of the association, they are encouraged to develop recommendations for the Board of Directors to adopt.

Board-adopted issues:

The committees/councils constitute an "expert" resource for the membership and the Board of Directors. In that capacity, committees/councils may be asked by the Board to devote part of their agendas to issues or problems identified by the Board as critical to ACSA’s current action agenda and to furthering ACSA’s mission and vision. A specific product may be requested, such as a position paper or legislative proposal, or the Board may identify an area of concern and leave it to the committee/council to choose the product it prefers.

Committee/Council identified issues:

Committees/Councils are also the center of ACSA-based professional networks. As such, they assist in the identification of emerging and current issues, and are encouraged to develop activities which pursue interests’ specific to the makeup of each committee/council. Products related to these activities may range from being sure that ACSA has a part in the deliberations of another organization to identifying issues, resources, or information of use to the membership or Board.
RESPONSIBILITIES OF THE STATE COMMITTEE
CHAIR/COUNCIL PRESIDENT

- Plan and conduct meetings of the state committee/council.
- Guide the committee/council in developing and fulfilling its charge.
- Represent the committee/council as an official member of the ACSA state leadership assembly.
- Be responsible for getting issues/concerns of the committee/council on the ACSA Board of Director’s agenda.
- Send an alternate to the leadership assembly, if you are a voting chair/president and cannot attend the assembly. Alternates for committee chairs/council presidents must be members of the respective state committee/council.
- Inform the committee/council of the process to place positions/actions/resolutions before the board.
- Review leadership assembly agendas and obtain input/reactions from committee/council members prior to voting at the leadership assembly.
- Represent the committee/council at state meetings of committee chairs/council presidents. (Generally, meetings are held in conjunction with the ACSA state leadership assembly.)
- Respond, in writing, to items referred to the committee/council for study or action by the Board of Directors.
- Encourage work of state/region/charter committees/councils through state committee/council members.
- Develop a process for committee/council members to fulfill their responsibility to periodically report to their respective regions.
- Notify the region president if a committee/council member misses over three meetings — this member should be replaced.
- Inform the committee/council about process for special funding via Activity Design Process.
- Operate the committee/council within the approved budget.
- Make required reports and fulfill other tasks essential to the "running" of the committee/council.
- Complete reports as requested.
- Insure committee/council attendance sheets and meeting summary forms are filed promptly with State ACSA’s governance assistant.
- Be familiar with ACSA’s Policies & Procedures.
RESPONSIBILITIES OF STATE COMMITTEE/COUNCIL MEMBERS

Committee/Council members are presumed to be active and knowledgeable practitioners in their fields. They are expected to:

- Meet obligation of membership on the committee/council by attending committee/council meetings and cooperating with other committee/council members in fulfilling committee/council charges/tasks.
- Chair the region counterpart committee/council where this is consistent with region organization.
- Periodically report to the region board or leadership assembly, and when appropriate, to members via workshops or region newsletters.

ADDITIONAL RESPONSIBILITIES OF REGION REPRESENTATIVES TO COMMITTEES/ COUNCILS

- Conduct region committee/council meetings and/or multi-region or co-region activities and workshops.
- Meet objectives specified in the region committee/council charge (mission and vision statement).
- Work with region program chair in planning and conducting "job-alike" activities, training programs, and meetings designed to meet individual member needs.
- Facilitate the work of charter program chairs and committees/councils.
- Facilitate communication among charter, region, and state committees/councils.
- Report to members within the region.
RESPONSIBILITIES OF BOARD LIAISONS

Board Liaisons: Communications and Advocacy

An ACSA Board member is assigned to the committee/council to provide a communications link with the Board of Directors and to serve as an advocate for the committee/council. The liaison should:

- Maintain close relationship with assigned committee/council and committee/council executive, communicate current issues and charges from the Board, and report to the Board the major thrust of the committee/council.

- Encourage committee chair/council president to attend one board meeting during their tenure.
RESPONSIBILITIES OF COMMITTEE/COUNCIL STAFF LIAISON

Committee/Council Liaisons: Support and Communications

A vital element of ACSA’s vision is to become increasingly influential and indispensable as the premier organization for educational leaders in California. ACSA committees/councils represent the leading edge “expert” groups working on behalf of the larger ACSA membership. These “expert” groups are comprised of representatives who are leaders in their regions. Service on ACSA committees/councils is a high profile opportunity for members to be at the forefront of statewide leadership in advocacy, professional development, service, collaborative networking, and product development in their area of focus.

ACSA Committee/Council Liaisons (formerly known as staff executives) are expected to function in the role of “executive director” guiding, cultivating, and supporting the important work of the group. The Liaison has the responsibility to provide consistent, purposeful, focused, forward-thinking leadership to the group’s rotating membership and leadership structure. Specifically, the Liaison, while promoting the independently meaningful and powerful contributions of the committee/council, also provides the “link” to the larger statewide organization, ensuring that the group’s work:

- Exemplifies the values, beliefs, mission and vision of ACSA;
- Recognizes and supports relevant ACSA Board goals; and
- Complements and connects to the work of other committees/councils to promote the success and growth of public education in California.

The Liaison’s function is to go far beyond providing necessary but routine supports in making meeting arrangements and fostering inter-group communication. The Liaison’s primary calling is to broaden, enrich, and develop the committee/council’s capacity to make a positive and lasting impact on leadership, teaching, and learning in California.

The ACSA Committee/Council Liaison is assigned to provide support and a communications link with the rest of the organization. The Liaison is expected to:

- Actively participate and be fully present at all regular committee/council meetings and provide leadership and support to the chair/president in establishing the committee/council’s goals.
  - Ensure that the committee/council is engaged in producing something of value—supporting, advancing and guiding the growth and capacity of those they represent.
  - Actively cultivate and reinforce a positive, active, collaborative professional committee/council culture.
- In the case of Councils, ensure that the Bylaws are reviewed annually and that the Council faithfully adheres to its Bylaws.
• Actively consult and assist the chair/president with the logistics of planning and conducting the meeting. In addition to the dissemination of important information:
  o Work collaboratively with the chair/president to ensure that some time during each meeting is devoted to the development of committee/council members, building their capacity as educational leaders, and equipping them to assist and support the growth of others.
  o Ensure that the meeting summary notes are consistently submitted in a timely manner.
  o Actively work with committee/council members to ensure that the work of the group has a positive impact in regions, districts, and school sites statewide.

• Provide guidance and direction regarding ACSA policies and procedures as they may apply to committee/council activities.

• Provide expertise to the committee/council in their field of focus.
  • Provide the needed expertise by actively and consistently seeking the needed resources within ACSA.

• Provide a meaningful connection and context with the committee/council’s charge, the conduct and work of the group, and the core values, mission and vision of ACSA.

• Ensure that the chair/president is familiar with general and specific ACSA priorities, positions, and actions which may pertain to the committee’s/council’s work and that ACSA’s priorities and positions are clearly communicated to the committee/council.

• Provide support and guidance to the chair/president in management of the committee’s/council’s expenses according to ACSA policy.

• Actively participate in training and support offered by ACSA to develop the leadership capacity of Committee/Council Liaisons including communicating needs for training and support to ACSA staff.
LOGISTICS: MAKING COMMITTEE/COUNCIL MEETINGS HAPPEN

Agendas and Backup Materials

Committee chairs and council presidents generate the agendas for committee/council meetings. They may consult with their committee/council liaison, if they wish. The assistant to committees and councils can provide a roster or email addresses to the chair/council president for mailings to committee/council members.

Chairs/council presidents may send agendas and other materials directly or may request the committee/council liaison to do so.

All agenda and/or other e-mail sent to committee/council members should also be sent to the board liaison and committee/council liaison.

Inviting Special Guests to Committee Meetings

Many committees/councils have occasional or regular guests, such as staff members from the California Department of Education or special speakers. Arranging for guests is the responsibility of the committee chair/council president, although ACSA staff may assist in identifying appropriate visitors. If the committee/council has a regular guest or liaison person, the assistant to committees and councils should be notified so the person can be added to the committee’s/ council’s roster and email list.

If a special guest is to be paid an honorarium prior approval of the executive director is required.

Materials for the Meeting

Prior to each committee/council meeting the governance assistant will provide the chair/president with the following:

- Place cards — chair/council president should notify the assistant to committees and councils of any roster changes
- Attendance Sheet — to be returned completed to the governance assistant at the end of each meeting
- Travel Expense Claim forms — to be signed by the committee/council liaison
LOGISTICS: MAKING COMMITTEE/COUNCIL MEETINGS HAPPEN

Minutes of the Meeting

It is the responsibility of the committee chair/council president to assign a committee/council member to take the minutes. Chairs/council president may send minutes directly or may request the committee/council liaison to do so.

Support During Your Meeting

When a committee/council meeting is held in an ACSA facility, the governance assistant in Sacramento or another staff person in Burlingame and Ontario offices will assist the committee/council executive in providing the following services as needed:

- photocopying
- arranging for materials such as chart pads, easels, markers, etc.
- arranging for audio/visual equipment

Meals for Your Committee/Council

When the committee chair/council president submits their meeting dates for the year they indicate on the form whether or not the meeting is to be catered and how many people to order for. An appropriate meal is arranged from this information.

Please notify the governance assistant if a meeting is canceled, if there is a significant change in the number of people attending, or if a committee/council member has special dietary needs (i.e. vegetarian).
STATE COMMITTEE/COUNCIL OPERATING PROCEDURES

1. Committees/councils are free to expend their budgets as they see fit so long as they remain in budget, their actions/expenditures do not violate policy or procedures, and their actions/expenditures are within the board-approved council bylaws and committee/council goals and purposes.

Budgets are generally based upon three committee/council meetings times, average travel, lodging, and meal amount times the number of committee/council members plus added amounts for copying, postage, supplies, and facilities, with a few exceptions.

2. Committees/Councils may engage in any activity not contrary to policy.

Pertinent Policies:

- Only the board can establish ACSA positions and take positions on behalf of ACSA. (Article V, Bylaws)

- Only the leadership assembly, Legislative Policy Committee and the board can establish legislative positions. (Article IV, V, Bylaws)

- Only the board can recommend nominees for state boards and commissions. (Policies and Procedures — Section 3, 3.12)

- No committee/council can pay dues to any other organization without board approval. (Policies and Procedures — Section 1)

3. Legislative, State Board, or Commission testimony:

A. If a committee/council member is requested to testify, advise the president or the executive director, determine ACSA’s position and discuss the position to be represented with the Senior Director of governmental relations. If testifying in support of an ACSA position be identified as a representative of the X committee/council of ACSA. Expenses may be covered by the committee's/council’s budget.

B. If a committee/council member is contacted by an official regarding ACSA's position or the committee's/council's position, respond as accurately as possible. Afterwards, advise the president or executive director of the conversation.

C. If a committee/council member testifies on any issue on which ACSA has no position, testify as an individual, not as an ACSA representative. No expenses will be reimbursed.
D. If a committee/council member testifies against an ACSA position, it must be done as an individual, not as an ACSA representative or ACSA committee/council representative. No expenses will be reimbursed. (See Section 8-A Governmental Relations, Legislation — Policy 8.7 — for the process for resolving differences between a committee/council position and ACSA's Legislative Policy Committee position.)
EXPLANATION OF COMMITTEE/COUNCIL FORMS

Committee/Council Meeting Attendance Sheet

This form is to be completed after each meeting and sent to ACSA’s governance assistant. The governance assistant will forward a copy to each region president and region consultant, informing them of the attendance of their representatives at committee/council meetings.

Travel Expense Claim

Expense claim forms for committee/council or special funding meetings are to be submitted to the committee/council liaison within two weeks of the event. Additionally, all receipts must be received by July 15th for the current fiscal year end of June 30th. The name of the committee/council or special project and the corresponding budget codes are required for processing.

Please review with committee/council members the following:

Expense for committee/council attendance is reimbursed by ACSA if not paid by district or employing institution:

1. Attach all itemized receipts to your expense claim. Meal receipts must be itemized and must indicate the names of the individuals consuming the meals if greater than one. If more than ten individuals, then the name of the event is requested. Credit card statements are not acceptable. If receipts are lost and a replacement cannot be obtained, please fill out a missing receipt form available on the ACSA website searchable under, "forms."
2. Every committee/council member’s expense claim form must be approved by the chair/president and committee/council executive.
3. After the expense claim (with the appropriate signatures) is received by ACSA’s Financial Services office, it normally takes two weeks to process. To expedite, all approved expense claims and their supporting receipts can be turned in electronically to accounts payable@acsa.org.
COMMITTEE/COUNCIL ACTIVITY PROJECT DESIGN PROCESS - SPECIAL FUNDING REQUESTS

Activity Design Process

The activity design process is used for state committees/councils to obtain additional funding that exceeds the normal operating expenses budgeted for committees/councils each fiscal year. This additional funding is available to committees/councils for special projects and/or activities.

Each fiscal year money is budgeted for activities.

In completing the additional funding request, please be specific under each category listed. The Board of Directors will review the request and approve or decline it.

Committee/Council Activity Project Design Form - Special Funding

A committee/council activity project design form must be completed and submitted to ACSA's executive associate when a committee/council wishes to request special funding for a particular activity.

In filling out the activity project design form, it is advisable to relate your proposed project to:

- Your committee's/council’s stated purpose
- ACSA’s mission
- The legislative platform adopted by the leadership assembly.

(The above mentioned items are all included in this manual.)

*If the project is a multi-year project (example: preparing a publication), estimates of funding needed in subsequent years must be included with the initial proposal.*
CERTIFICATES OF APPRECIATION FOR SERVICE ON COMMITTEES/COUNCILS

If you are interested in providing certificates of appreciation to leaders on your committees/councils, ACSA can assist you. A description of the types of certificates that are available is listed below.

STATE COMMITTEE/COUNCIL CERTIFICATES

Service Awards (Gold): Awarded to outgoing state committee and council representatives.

Certificates for outgoing members of state committees/councils should be requested by state committee chairs/council presidents and requests sent/faxed (916-596-9538) to Naomi Blache at ACSA’s Sacramento address. Please send/fax the request at least two weeks prior to your last committee/council meeting.

In order to prevent duplicate certificates from being made and/or certificates being presented to the wrong person, these forms must be completed and returned by state council/committee presidents/chairs, region presidents, or region consultants only. Additionally, region presidents and consultants should coordinate with each other to determine who will send in the request for certificates for recipients in their region.

Recognition Certificates

Service award certificates (gold) and certificates of appreciation (blue/white) will be available from ACSA’s Sacramento office. The following explanations designate for whom each certificate is available and who should order the certificates. The request forms are fillable.
COMMITTEE/COUNCIL REPORTING

The committee/council Liaison is ultimately responsible for sharing material for communicating out in EdCal and on the Resource Hub. However, the information must come from the committee/council. The types of information may include:

- News updates, such as committee/council accomplishments and work in progress.
- Legislation updates.
- Articles from EdCal and other news sources.
- Best practices.
- Important dates, events, awards.
- Information on alliances with other associations.
- Resources, white papers and links to partner organizations.

Meeting minutes, summaries and reports should also be submitted to Committee/ Council Assistant.

The work of ACSA’s committees and councils should be aligned to ACSA’s mission and strategic plan. Reporting out on the work of the committees and councils should be a live, ongoing process available to the entire association.
COMMITTEE/COUNCIL REPORTING PROCEDURES FOR BOARD AND LEADERSHIP ASSEMBLY

Committee/Council Proposals

Committee/Council proposals for new ACSA programs, new resolutions, or new or amended policies will be submitted to the Board of Directors with the committee/council recommendation. The board will take action on the proposal. Submit Board proposals to Suzanne Caffrey, Executive Associate, Sacramento office.

Committee/Council Reports to the Board

If a committee/council has an item of major impact that needs the attention of the Board of Directors, please contact the state president or executive director, or your committee/council board liaison for time on the agenda.

Committee chairs and council presidents are invited to address the board on the accomplishments of their committee/council at the end of their term. This can either be done in person or via a written report that will be included in the Board agenda.
AFFILIATION — NATIONAL ORGANIZATIONS

ACSA Policies & Procedures, Section 1-A Affiliations - National Organizations, Procedure 1.5, guarantees funding for the following national affiliations out of the general annual budget:

1.5.1 To provide for the state president and president-elect to attend national conferences of his/her choice.

1.5.2 To provide the Curriculum, Instruction & Assessment Council funds for the council president or designee to attend the ASCD national conference.

1.5.3 To provide the Elementary Education Council funds for the council president or designee and the NAESP liaison to attend the national conference.

1.5.3.1 To provide funds for the NAESP liaison to attend meetings of the Elementary Education Council.

1.5.3.2 To provide funds for the NAESP liaison to attend the Western States Training Conference.

1.5.4 To provide the Secondary Education Council funds for the council president or designee and the NASSP liaison to attend the national conference.

1.5.4.1 To provide funds for the NASSP liaison to attend meetings of the Secondary Committee.

1.5.5 To provide the Middle Grades Council funds for the council president or designee and the NASSP liaison to attend the NASSP national conference.

1.5.6 To provide the Human Resources Council funds for the council president or designee and the AASPA liaison to attend the national conference.

1.5.6.1 To provide funds for the AASPA liaison to attend meetings of the Human Resources Council.

1.5.7 To provide the Adult Education Council funds for the council president or designee to attend the AAACE Conference.
AFFILIATION — NATIONAL ORGANIZATIONS

1.5.8 To provide the Superintendency Council funds for the council president or designee and the AASA liaison to attend the AASA conference.

1.5.8.1 To provide funds for the AASA liaison to attend meetings of the Superintendency Council.

1.5.9 To provide a $10,000 annual budget to be utilized by ACSA's standing committees and councils for national affiliation. The funds will be applied for via the activity design process. (See Section 5—Committees/Councils for the activity design process.)

1.5.10 Any of the committees/councils listed in 1.5.1 - 1.5.8 may apply to the Board of Directors for up to $2,500.00 for hospitality or informational items. Should more funds be needed, the committee/councils shall apply to the Board and include written support rationale with the request.

The activity project design process is used to allocate funds by the Executive Committee of the Board of Directors. The following guidelines are suggested:

1. Priority funding goes to committee/council requests which are not funded in the general annual budget listed in 1.5.1 through 1.5.8.

2. To ensure equity, the remaining committees/councils will have access to the $10,000 fund on a yearly rotating basis.

3. To encourage planning by each committee/councils, those activities submitted early in the financial calendar year will be given full consideration. All activity project designs for national affiliations submitted by October 15 will be given priority consideration.

4. All possibilities for collaboration or co-funding of activities will be strongly encouraged and endorsed.
## COMMITTEES AND COUNCILS AT A GLANCE

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<thead>
<tr>
<th></th>
<th>Committee</th>
<th>Council</th>
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<tbody>
<tr>
<td><strong>Purpose</strong></td>
<td>Purpose of specific Activity a Committee will focus shall be determined by the board</td>
<td>Job-A-Like</td>
</tr>
<tr>
<td><strong>Chair or President Assignment</strong></td>
<td>Chair is appointed by ACSA President</td>
<td>President is elected by the Council</td>
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<tr>
<td><strong>Term of Members and Chair</strong></td>
<td>1 or 3 (varies by Committee)</td>
<td>3 years</td>
</tr>
<tr>
<td><strong>Membership by Region</strong></td>
<td>Varies</td>
<td>Yes</td>
</tr>
<tr>
<td><strong>Voting privileges at Leadership Assembly</strong></td>
<td>Varies</td>
<td>Yes</td>
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<tr>
<td><strong>Bylaws</strong></td>
<td>No</td>
<td>Yes</td>
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**Special Conditions:**
For most Committees and Councils there are special conditions that address membership, voting rights, special task force, National Affiliation, etc.

**Process for Committee and Council Appointments:**
- Region Presidents nominate representatives.
- Nominations are presented to the State President.
- Appointments are made by the State President

**Retirees:**
- May serve out the remainder of the fiscal year if concurred upon, but not the remainder of their term.
STATE COMMITTEE CHAIR/COUNCIL PRESIDENT PLANNING GUIDE

1. How are your committee/council issues aligned to ACSA’s mission and vision and goals of communication, learning and teaching, diversity, adequate funding and leadership matters/leadership coaching?

2. Has the committee/council developed Activity Design Requests to achieve stated purpose if funding is required beyond the committee's/council’s regular budget capability?

3. Is the timeline on your Activity Design Requests consistent to meet deadlines for:
   A. Obtaining input, as appropriate, from:
      a. Other committees? Other councils?
      b. Regions?
      c. Charters?
      d. Other agencies or organizations?
   B. Obtaining approval from Board of Directors?
   C. If legislative action is necessary, has the plan been developed to provide adequate time and coordination for the drafting of legislation?

4. Has the committee/council designed a plan to communicate the results of its work, positions, activities, etc., to interested members, other committees/councils, agencies, and organizations?

5. Does the chair/president know the procedure for placing items on the board agenda? (See Policies and Procedures. Also see ACSA governance calendar and agenda schedule in this manual.)

6. Has the committee/council developed a plan to communicate and coordinate activities with national organizations, if appropriate?

7. Has the committee/council developed some ideas or materials which could be utilized by regions or charters for workshops, job-alike meetings, etc.?

8. Has the committee/council developed a plan to strengthen region committees?

9. Has the committee/council developed a master calendar for its meetings with tentative dates for achieving its goals and objectives?

10. Has the committee/council developed a system of monitoring the meetings of other appropriate organizations and/or agencies?
STATE COMMITTEE CHAIR/COUNCIL PRESIDENT PLANNING GUIDE

11. Has the chair/president calendared deadlines for:

Sending to ACSA’s Governance Assistant after a committee/council meeting:
   a. Attendance roster?
   b. Minutes?
   d. Expense forms?

12. Has the chair/president monitored:

   A. The attendance of members at meetings?
   B. Financial status of committee?
   C. Progress on Activity Design Requests?

13. Has the committee/council developed a plan to provide input to the state Leadership Summit Committee?

14. Has the committee/council planned an end-of-year report?

15. Has the chair/president developed a plan to communicate the appropriate portions of any training sessions attended to committee/council members?
## STATE COMMITTEE/COUNCIL PLANNING CHECKLIST

<table>
<thead>
<tr>
<th>QUESTIONS</th>
<th>Yes</th>
<th>No</th>
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<tbody>
<tr>
<td>1. Has committee/council established its calendar?</td>
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<tr>
<td>2. Have all new committee/council members been confirmed?</td>
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<tr>
<td>3. Have all new committee/council members been welcomed?</td>
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<tr>
<td>4. Does the committee chair/council president have the forms to conduct committee/council business?</td>
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<td>5. Has the committee/council filed an <em>Activity Project Design</em> for special funding, if needed?</td>
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<td>6. Are committee/council members instructed regarding region committee/council activity?</td>
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<td>7. Are reporting procedures developed for State Leadership Assembly, State Board of Directors, regions/charters, membership at large, ED CAL?</td>
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<td>8. Does your committee/council have a plan to work with other ACSA committees/councils?</td>
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<td>9. Does your committee/council have an email tree?</td>
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<td>10. Does your committee/council have a plan for emergency communication?</td>
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<tr>
<td>11. Has effective communication been established with your committee council executive? Board liaison?</td>
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</tbody>
</table>
COMMITTEE CHAIR/COUNCIL PRESIDENT/STAFF LIAISON CHECKLIST

Prior to first meeting
- Contact and welcome new members.
- Provide Travel Policy information to Committee/Council Members.
- Publish list of meeting dates and significant events for the year.
- Provide new member orientation.

Prior to first meeting
- Chair/President selects note-taker for minutes
- Determine Legislative Policy Representative (2-year commitment)
- Review Council Bylaws (Committees do not have bylaws)
- Determine annual, and long-term goals related to Strategic Plan
- Determine “Outside Representative” and inform EXEC department (Adelita)
- Review travel policy with Committee/Council
- Dates/Attendance for Committee Chairs/Council Presidents and Staff Liaisons
  - Committee and/or Council meeting
  - Attend Leadership Assembly
  - Attend Annual Leadership Summit

WINTER
- Elect Presidents (Council) or submit 2-3 recommendations for Committee Chairs to the ACSA Executive Department (Adelita)
- Submit next year’s meeting dates to EXEC department (Adelita) prior to March 1
- Dates/Attendance for Committee Chairs/Council Presidents and Staff Liaisons
  - Committee and/or Council meeting
  - Attend Leadership Assembly

SPRING
- Notify EXEC department (Naomi) of outgoing members for Service Certificates
- Contact and welcome new members
Review Committee/Council purpose and submit changes to EXEC department (Adelita) by April 1

Calendar and invite members to next year’s meetings

Dates/Attendance for Committee Chairs/Council Presidents and Staff Liaisons

✓ Committee and/or Council meeting
✓ Committee Chair and Council President Training
✓ Leadership Assembly

PRIOR TO EACH MEETING

Four to six weeks PRIOR to EACH Meeting

✓ Chair/President work with Staff Liaison to develop Agenda
✓ Consult with chair/president regarding guest speakers/special needs
✓ Invite representatives and special guests to present/attend meeting
✓ Remind council/committee members to make travel arrangements well in advance

✓ Book airfare 4-6 weeks in advance to take advantage of lower fares.
✓ Hotel/overnight accommodations must be pre-approved by ACSA liaison or the chair/president - Ask for government rates
✓ Those traveling more than 200 miles roundtrip are encouraged to use rental vehicles
✓ ACSA does not reimburse for:

✓ Early check in
✓ Business class
✓ Travel agency fees

Two weeks prior to meeting:

✓ Send out agenda
✓ Submit work order to IT for audio and visual needs
✓ Confirm catering (Adelita)
✓ Review meeting folder (from Adelita)

✓ Look for (missing) region representatives-notify (Adelita)
✓ Check for tent cards for special guests

PRIOR to the meeting:

✓ Contact chair/president to update on changes/inquire about other needs
✓ Set up Room for meeting
AFTER EACH Meeting

- Send minutes to Council/Member
- Inform EXEC department (Adelita) and MEMBERSHIP (Carlotta) changes to members (new, outgoing), position and contact info
- Return to (Adelita)
  - Roster with changes
  - Meeting summary
  - Red Folder
- Sign and turn in travel claims (Accounts Payable)
- Remember to check:
  - Non-claimable reimbursements
  - All required receipts attached
- Notify (Adelita) of any changes in meeting times/dates & council/committee members
SAMPLE AGENDA

Name of Committee or Council
- Date
- Time
- Address
- Purpose statement

1. Welcome/Introductions  
   who  
2. Council Business  
   a. Review & Approval of minutes  
   b. Review & Adoption of agenda  
   c.  
3. Strategic Plan  
   a. Goals  
4. Advocacy & Legislative Update  
   a.  
5. Representative & Committee Reports  
   a.  
6. Professional Development  
   a.  
7. Communication & Engagement  
   a.  
8. Wrap Up & Adjourn  
   a. Travel Claim Forms  
   b. Next meeting: Date, Time, Location
2019-20 ADDITIONAL FUNDING REQUEST
ACTIVITY DESIGN PROCESS

COMMITTEE/COUNCIL: ____________________________________________

CHAIR/PRESIDENT: _____________ COMMITTEE/COUNCIL EXECUTIVE: _____________

I. Needs statement/rationale for request as it relates to committee program plan.

II. Proposal (Timeline, personnel, materials, product)

III. Budget Layout

<table>
<thead>
<tr>
<th>Budget Layout</th>
<th>Cost</th>
<th>Explanation</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Current Year’s Budget</strong></td>
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<tr>
<td>Travel</td>
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<tr>
<td>Meeting Expense</td>
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<tr>
<td>Supplies</td>
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<tr>
<td>Other</td>
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</table>

Multi-Year Project: Yes ☐ No ☐

If yes, estimated funds required in:
2nd year ________ 3rd year ________

IV. Evaluation Criteria

V. Dissemination Costs and Plans

TOTAL FUNDS REQUESTED ______________________

VI. Board of Directors Action ______________________

Date: __________________

Submit form to Suzanne Caffrey, Executive Associate (scaffrey@acsa.org)
## SAMPLES OF ACTIVITY PROJECT DESIGNS FUNDED

<table>
<thead>
<tr>
<th>AMOUNT</th>
<th>PROJECT</th>
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<tbody>
<tr>
<td>$4,000</td>
<td>To complete the Best Practices Booklet of Educational Options Schools and Programs throughout California.</td>
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<tr>
<td>$7,500</td>
<td>To update the Goals and Objectives handbook with a focus on autism.</td>
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<tr>
<td>$2,315</td>
<td>To update the Elementary Principal’s Handbook.</td>
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<tr>
<td>$1,750</td>
<td>To fund the development of an ACSA Middle Grades Leaders Academy.</td>
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</tbody>
</table>

**NOTE:** Professional learning programs must be coordinated through the Educational Services Department.
ACSA COMMITTEE/COUNCIL MEETING DATES FORM 2019-20

- Please advise us of your preferred meeting dates for 2019-20 so that we can make the necessary arrangements;
- Space is available in the Burlingame, Ontario and Sacramento offices on a first come, first served basis;
- If there is a conflict with any of your committee/council dates, you will be contacted so that other arrangements may be made.

<table>
<thead>
<tr>
<th>Committee/Council Name:</th>
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<tbody>
<tr>
<td>Committee Chairperson/Council President:</td>
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<td>Staff Liaison:</td>
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<table>
<thead>
<tr>
<th>Date</th>
<th>Location</th>
<th>Start/End Time</th>
<th># of People</th>
<th>Catering Needing</th>
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Please return to: Association of California School Administrators
ATTN: Governance Assistant
1029 J Street, Suite 500
Sacramento, CA 95814
ACSA STATE COMMITTEE & COUNCIL
ANNUAL PLANNING TEMPLATE 2019-2020

ACSA Bylaws and Board-approved Policies & Procedures call for every state committee and council to formulate a plan outlining the group's purpose, goals, events/activities, and evaluation methods at beginning of the year for Board consideration. With the adoption of ACSA's new Strategic Plan, Committee/Council leaders are asked to assure that their group's work aligns with goals articulated in the plan to maximize our collective efforts. Committees and Councils should submit this Annual Planning Template to Governance Assistant Adelita Dizdarevic at adizdarevic@acsa.org no later than October 1, 2019.

Today's Date: Person submitting plan:

This Plan is being submitted on behalf of the following State Committee or Council:

Purpose as it appears in Board-Approved Policies:

1. In alignment with its Board-Approved Purpose and ACSA's new Strategic Plan, the Committee or Council's Goals/Objectives for 2019-2020 are as follows:

2. The Committee/Council is planning the following specific events, activities, and meetings for 2019-2020:

3. Please indicate WHICH First or Second-Year Focus Strategic Plan Milestones will be supported by the Committee/Council's goals/objectives and/or planned events, activities and meetings. In addition, please describe HOW the Group's activities will support these Milestones.

NOTE: The Strategic Plan provides detailed descriptions of each Strategic Issue and Milestone.
MEMBER DEVELOPMENT & SUPPORT

Leadership Development
- Milestone A
- Milestone B
- Milestone C
- Milestone D

Professional Development – Content
- Milestone E

Professional Development – Delivery/Reinforcement
- Milestone H
- Milestone I
- Milestone J

Professional Practice Resources
- Milestone K
- Milestone L

Member Networking and Collaboration
- Milestone M

District/County/School Site Support Services
- Milestone N

ADVOCACY & INFLUENCE

ACSA in a Leadership Role
Milestone P
Milestone R

Grassroots Advocacy and Influence
Milestone S
Milestone T
Milestone U

Media Relations
Milestone W

ORG. DEVELOPMENT & SUSTAINABILITY
Organizational Alignment and Accountability
Milestone Y
Milestone Z
Milestone AA

Member Outreach and Engagement
Milestone CC
Milestone EE

Member Communication
Milestone GG
Milestone HH
Milestone II

Sustainability
Milestone JJ
4. What methods will you use to evaluate your success toward accomplishing goals/objectives and supporting the Strategic Plan Milestones?
TIPS & ADVICE FROM PAST COMMITTEE CHAIRS AND PRESIDENTS

Engaging members

- Start NOW! Send notice of meeting dates early.
- Get an updated list of region representatives.
- Maintain a current email list.
- Confirm representatives’ participation - Identify resignations and changes.
- Personal contact results in greater participation.
- Emphasize the opportunities for and power of networking.
- Plan a social event.

Newcomers orientation

- Personal (via phone call) invite new members.
- Separate meeting with new members.
- Role of region representatives.
- Overview and expectations of representatives.
- ACSA guidelines.

Gaining participation at meetings

- Send a series of messages and meeting reminders.
- Set an expectation for regular participation.
- Model and share ways to reach out to their region.
- Ambassadors for our council – common message.
- Emphasize importance of participation in ACSA events.
- Provide opportunities for reps to participate.
- Solicit agenda ideas from members.
- Give opportunities for members to present (meetings/events).
- Follow up on topics discussed
- Use Dropbox or Google Docs to share and update information
- Acknowledge Participation

Goals of the Committee/Council

- What were the previous goals the year before
- What’s the Council or Committee’s purpose
- What’s the link to a classroom?
- Legislative links
Relationship with Legislative Policy Committee

- Develop a cadre of Committee/Council members who can speak to issues at legislative hearings.
- The position of your Committee/Council is valued and often necessary to make the best legislative policy decisions.
- Member serves for two years.

Travel

- Book airfare early to take advantage of lower rates
- Schedule meeting start time to avoid overnight accommodations
- Rent a vehicle if traveling more than 200 miles
- Review travel expense claim forms
- Use alternate meeting formats

Other

- Most important piece is relational capacity.
- Model what you expect from others.
- Alternatives, alternatives, alternatives.
- Past President & President-Elect are resources.
- Use the Leadership Manual to guide.
- Be present at major ACSA Conferences
  - Leadership Assemblies
  - Leadership Summit
  - Chair and president trainings
ACSA’s online marketplace...

http://shop.acsa.org

your source for ACSA gear, logo wear, publications and learning tools

features include:

- online browsing, searching and purchasing of all ACSA products
- optional customer accounts for orders and reorders
- product reviews and tags
- downloadable products/ebooks
- full descriptions of every product with images
- ordering with credit cards (secure online transactions), purchase orders or checks

new edition elementary principal’s handbook

“word cloud” sets

acsa professional publications

gift sets & other gift items

easy redemption of membership certificates

travel & business gear

shirts, sweatshirts & jackets

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