Call for Candidates
2020 Board of Directors Election Information

Call for Board of Directors Candidates
The NACAC Governance and Nominating Committee calls for candidates to fill the slate of nominees for positions on the NACAC Board of Directors for terms beginning in September 2020. All candidate application materials must be postmarked, emailed or faxed by February 3, 2020.

2020 Election Positions Open
In 2020, the Assembly will be asked to elect a president-elect and three (3) directors, each to serve a three-year term. Any eligible NACAC member may apply for consideration for any of these vacancies.

The president-elect will serve a three-year presidential cycle, followed by an additional year as chair of the Governance and Nominating Committee.

Eligibility
The president-elect and eight directors are elected by the Assembly from among NACAC voting members in good standing who are:
- Current or former elected or appointed delegates to the Assembly; or
- Former presidents of affiliates; or
- Current or former members of NACAC standing or special committees; or
- Current or former members of affiliate committees; or
- Current or former program facilitators or faculty of NACAC professional development programs.

No member shall serve simultaneously as an officer, director or comparable position in both NACAC and an affiliate.

Board Directors:
A NACAC (non-officer) board director must have completed their current term of service on the board prior to submitting materials for consideration to be nominated for a subsequent term as a (non-officer) director on the Board of Directors. However, a NACAC (non-officer) board director who is eligible for election to the board under the Bylaws may submit materials for consideration to be nominated for the position of president-elect in the last year of their term on the Board of Directors.

Affiliate Presidents:
In order to run for a position on the NACAC Board of Directors, an affiliate president must complete their term as affiliate past president no later than 30 days after the conclusion of the NACAC National Conference during which they would assume office.

The Board’s Role as a Governing Body
The board structure emphasizes the collective work of governing, as distinguished from program planning and implementation. Governing, in this context, focuses on the board’s responsibility to set a strategic course for NACAC and steer that course by continuously addressing four questions:
1. Where should NACAC be headed?
2. How do NACAC programs and services support the strategic course?
3. How is NACAC performing?
4. What is the best use of NACAC resources?

**Board Structure**
The NACAC Bylaws establish:
- A board of 12 to 15 voting directors.
- Election by the Assembly of the president-elect and eight additional board directors.
- The coordinator of the Presidents Council is ex-officio voting member of the board for one year.
- Up to three board directors who may or may not be NACAC members, appointed by the board, to enrich strategic dialogue.
- The chief executive officer is ex-officio, non-voting member of the board.
- An Executive Committee of the board which may exercise the authority of the board in between board meetings.
- The possibility of forming additional board committees.

**Staff Support**
NACAC has more than 60 professional staff to support the work of the Association and its governing bodies. Whereas the board sets the direction and strategic priorities, the staff develops and implements programs, tactics and activities.

**Board of Directors Responsibility**
The NACAC Bylaws state that the Board of Directors of NACAC shall have full power, direction, and authority over the affairs of the Association, except as provided in the Bylaws. The Board of Directors shall:
- Oversee the administration of the Association.
- Exercise financial stewardship over the Association.
- Determine the annual budget and establish annual membership dues.
- Establish the fiscal year of the Association.
- Establish and enforce policies and procedures of the Association.
- Provide a proposed annual budget and anticipated changes to membership dues to the Assembly prior to board adoption.
- Amend the Bylaws and the Code of Ethics and Professional Practices by a two-thirds (2/3) vote of the entire Board of Directors, provided, that any such amendments are made in response to a government investigation, order, decree, or other action; pending or threatened litigation; or any other circumstance that presents an imminent threat to the continued viability of the Association, in the reasonable opinion of the Board of Directors. The Board shall notify the members of any Bylaw amendments made by the Board within thirty (30) days after Board adoption of such amendments.
- Perform other duties as defined in the Bylaws.

**Commitment**
Time spent as a board director can broaden one’s leadership abilities and experiences, forge lifelong professional relationships, offer opportunities to mentor others, bring visibility to employing institutions/organizations and provide opportunities to make a difference for the Association, the profession and the students served.

Board directors spend time deliberating during full board and board committee conference calls, reviewing and studying materials for decision making, conferring independently with other board
directors, talking with NACAC members, representing the Association to the media or other organizations and vendors, and attending board meetings. In-person meeting plans may change from year to year and can mean 20 or more-week day and additional weekend commitments. As an example, the 2018-2019 schedule included:

• Monthly board conference calls, except the months when the board is meeting in person
• Board and subcommittee meetings (typically two days when not associated with another NACAC event) in September (national conference), November, late February/early March (Winter Leadership), June, and July (Leadership Development Institute)
• Monthly Board subcommittee conference calls, except the months the committees meet in person
• Executive Committee meeting in April (only board committee chairs, Presidents Council Coordinator and those in the presidential cycle)
• Leadership Development Institute and related board meetings (typically three days) in July
• National conference (three days), plus an additional day of meetings prior to the opening
• of the national conference
• Related organizational meetings or other professional meetings as requested.

Each board director will be asked to serve on one or more of the board committees.

1) The Executive Committee is charged by the bylaws with the authority of the board in between board meetings. This committee works to ensure the effective functioning of the board as NACAC’s governing body which includes planning for board meetings, board training, identifying strategic issues which should be addressed by the board, and active participation in the organization’s strategic planning process.

2) The Planning Committee works to ensure that new programs, products or services requiring board approval support the appropriate use of NACAC’s resources to achieve NACAC’s mission and strategic priorities.

3) The Performance Committee works to ensure that the board receives information needed to assess the organization’s performance, including the appropriate use of financial and other resources to achieve NACAC’s mission and strategic priorities. This committee also functions as the board’s audit committee.

Because of their many responsibilities, board directors must have the support of their institutions. Each candidate for a NACAC Board of Directors position must submit a Statement of Institutional Support Form that declares the commitment of their institution to allow the candidate, if elected, to fully serve the Association. In return, the institution benefits from the national recognition afforded to board directors. NACAC also provides financial support to each board director to travel and participate in meetings and events as required.

Presidential Cycle
The presidential cycle is a four-year commitment. Individuals elected as president-elect serve a three-year term on the Board of Directors as president-elect, president, and immediate past president and a fourth year as chair of the Governance and Nominating Committee. The individuals in the presidential cycle serve on the board’s Executive Committee and as chair during the presidential year.

In addition to the responsibilities that all board directors assume, the president leads the Board of Directors and the Executive Committee to ensure that the board fulfills its governing responsibility. The president presides over board and Executive Committee meetings as well as annual meetings of the Assembly and membership at the national conference. The president is an ex officio member of all NACAC committees, with the exception of the Governance and Nominating Committee, and works in close partnership with the chief executive officer, who oversees the staff in the implementation of the board-identified priorities.
The president also:

- Appoints persons to serve on special committees subject to the approval of the board and replaces standing committee members who leave service before their term expires.
- Assigns board committees and chairs of board committees.
- Serves as an official spokesperson for the Association.
- Designates individuals to represent NACAC to Affiliate associations and stakeholder meetings.
- Appoints an eligible person to replace a vacancy in an unexpired term of an elected director who is not an officer, subject to the approval of the Board of Directors.
- Is likely to travel to additional meetings beyond those required of other directors.

In addition to Board of Directors responsibilities, the president-elect is a president in training and, as such, prepares to take over those duties when required. They work with the president and immediate past president to appoint committee members that begin serving during the year of their presidency.

The immediate past president serves as a member of the Executive Committee of the board and is also assigned to one of the other board committees. The immediate past president also serves on the Governance and Nominating Committee and the following year serves as the chair of that committee.

**Qualifications**

When considering candidates, the Governance and Nominating Committee will focus on individual attributes and skills as well as the collective profile of the board to assure that the board, as a body, brings the diversity of expertise, skills, experience and personal qualities that will strengthen the Association.

Constituencies—Representation from the following constituencies will be considered:

- High school (public/private)
- College (public/private)
- Community/junior college (public/private)
- Community-based or non-profit organization
- Independent Educational Consultant
- Demographic diversity including age, ethnicity, culture, geography, gender identity, sexual orientation

Experience and expertise that will be considered includes:

- Administration
  - Budget or Fiscal Planning
  - Financial Stewardship
  - Governance Policies
  - Strategic Planning
  - External Partnerships

- Member Relations
  - Advocacy
  - Outreach to Diverse Groups
  - Training
  - Fundraising

- Communication
  - Media Relations
  - Public Speaking
  - Social Media Management

- Experience with key aspects of NACAC's Mission
  - Ethics and Professional Practice
  - Public Policy
  - Research

**Application and Selection Process**

The Governance and Nominating Committee is charged with developing a slate of qualified nominees to present to the Assembly for election.

Candidate application materials must be postmarked, emailed or faxed by February 3, 2020.
1) Candidate Application Form
2) Statement explaining how your background, training, experience and/or personal qualities support your candidacy for the position you seek on the board.
3) Resume or curriculum vitae including professional experience, educational background, NACAC and affiliate service, professional memberships and service, community leadership activities, awards and honors (2 pages maximum).
4) At least two, but not more than three, references including one required reference from the current president, president-elect or immediate past president from your affiliate. (See the Candidate Reference Form.)
5) Statement of Institutional Support Form, signed by your employer.
6) Professional, high-resolution, electronic, color headshot photo. (NACAC will reimburse up to $300 for this photo.)

The Governance and Nominating Committee will meet in mid-March to select a slate of nominees and will notify candidates shortly thereafter.

In executing its responsibility to properly review candidate qualifications, the Governance and Nominating Committee will consider all information received about the candidates and may, at its discretion, contact candidates and candidate references for additional information.

**Single and/or Multiple Slates**
NACAC Bylaws state that the Governance and Nominating Committee shall nominate a slate of one or more nominees for each Board of Directors office. While single slating is possible from year to year depending on the pool of available and qualified candidates, it will always be the aim of the Committee to present the Assembly with multiple nominees to choose from for each position.

**Nominee Activities and Election Process**
Once selected, nominees will be sent a detailed schedule of expectations and events. A nominee is expected to:
- Provide information for one or more NACAC member communication vehicles, e.g. NACAC Bulletin articles.
- Participate in one or more conference calls.
- Attend and participate in activities that help affiliate presidents get to know them at the Leadership Development Institute in July 2020.
- President-elect nominees will give speeches at the Assembly meeting at the 2020 National Conference in Minneapolis, MN.
- Participate in activities which provide opportunities for informal exchanges with Assembly delegates.

Running for national office is considered not so much a “race” as an opportunity; an opportunity for leaders to present themselves for service to the Association and an opportunity for the Association to identify among its members those leaders who can best guide and govern the Association in pursuit of its mission and objectives. Campaign guidelines limit promotional efforts made on behalf of nominees. Communications among Assembly delegates to exchange information about nominees should be made with professionalism, dignity and equity.

The election for board officers and directors takes place during the annual meeting of the Assembly. A plurality vote shall determine the winner of an election. In the case of a tie, further balloting will be conducted to break that tie. Officers and elected directors take office at the close of the annual membership meeting in the year of their election.

**Post-Election**
Nominees who are elected will be installed at the post-conference Board meeting immediately following
the Annual Membership meeting.

**Important Dates**

- **February 3, 2020**: Application materials postmark, faxed, or emailed by
- **March 12-13, 2020**: Governance and Nominating Committee meets to select slate

**2019-2020 Governance and Nominating Committee**

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