

Ad Hoc Committee on Reimagining the NACAC-Affiliate Partnership

PURPOSE

The committee was asked to develop recommendations to:

- Redefine the Delegate role so that it provides value to individuals, Affiliates, and NACAC
- Provide clearly defined roles, expectations, and boundaries for Affiliates and NACAC
- Increase bidirectional and transparent communication between NACAC and Affiliates
- Increase support and value from the Affiliate/NACAC relationship
- Have Affiliates of all sizes benefit from the relationship
- Have Affiliates and NACAC offer distinct and complementary value propositions for their respective members

COMMITTEE MEMBERS

Chair

Mark Steinlage, Jr., Saint Louis University (MO)

Carl Behrend, Behrend Consulting (NY)

Carlos Cano, Georgian Court University (NJ)

Eli Clarke, Commonwealth Academy (VA)

Lauren Cook, Jewish Community High School of the Bay (CA)

Ellen Deitrich, The Hill School (PA)

Thomas Delahunt, Southwestern University (TX)

Jayne Fonash, JCFonash Consulting (VA)

Jane Gabin, Collegiate Counseling (NC)

Phyllis Gill, Student Centered College Counseling (NC)

Federico Glitman, Lynn University (FL)

Debi Hudson, Saint Teresa's Academy (MO)

CONTINUES.

- Johnnie Johnson**, Transylvania University (KY)
- Matthew Lane**, The Branson School (CA)
- Maureen Lawler**, Bishop Kelley High School (OK)
- Earl Macam, Ed.D.**, Mary Institute and Saint Louis Country Day School (MO)
- Holly Markiecki-Bennetts**, Mercy High School (MI)
- Daniel Marschner**, Loyola Marymount University (CA)
- John McGreal**, Waukesha County Technical College (WI)
- Teege Mettelle**, Enroll ML(WI)
- Marie Morris**, Beyond18, LLC (OR)
- Suzi Nam**, Napier Executive Search (PA)
- Megan O'Rourke**, Providence College (RI)
- Marguerite Raymo**, Jonathan Law High School (CT)
- Emily Ross**, The University of Arizona
- Laurie Sieminski**, Edison High School (NJ)
- Davinci Wallace**, Milwaukee School of Engineering (WI)

NACAC Staff Liaisons

- Ashley Perzyna**, Chief of Staff
- Heather McGhee**, Associate Director of Governance

RECOMMENDATIONS

- NACAC and APC should work together to ensure that Affiliate leaders better understand not only their roles and responsibilities, but those of the NACAC Board and NACAC staff.
- When NACAC is considering changes that may impact Affiliates, input should be sought. Rationale for changes and potential impact on Affiliates should be discussed.
- The Delegate role should be renamed, reimagined and redefined so that it provides value to individuals, their respective employers, Affiliates, and NACAC.
- NACAC should consider assigning Board members to serve as liaisons to specific regions or Affiliates.
- Affiliates and NACAC should work together to advance the leadership and business competencies of Affiliate officers.
- NACAC should serve as the hub for collecting and distributing Affiliate best business practice resources.

- NACAC and Affiliates should work more collaboratively on public policy advocacy efforts.
- Affiliates should remain separately incorporated entities.
- NACAC should review current and future policies and procedures to ensure equity for all Affiliates.
- NACAC should send formal communication to APC to proceed with 2022 Delegate elections. (Already executed)

STATUS FOR EACH RECOMMENDATION

NACAC and APC should work together to ensure that affiliate leaders better understand not only their roles and responsibilities, but those of the NACAC board and staff.

NACAC staff is working closely with the APC coordinator and coordinator-elect to develop programming to demystify the work of staff and the board and build transparency in decision making. Recent efforts include providing updated NACAC 101 sessions, sending an APC newsletter and advanced notice of messages to membership, and soliciting feedback on strategic endeavors such as re-branding.

When NACAC is considering changes that may impact affiliates, input should be sought. Rationale for changes and potential impact on affiliates should be discussed.

NACAC is committed to creating and sustaining honesty, transparency, and professionalism with the 23 affiliates. We will communicate early and often when decisions are made that affect affiliates.

The delegate role should be renamed, reimagined, and redefined so that it provides value to individuals, their respective employers, affiliates, and NACAC.

The NACAC Board of Directors agrees. The next section of this message addresses the topic specifically.

NACAC should consider assigning board members to serve as liaisons to specific regions or affiliates.

This is underway. This past year, members of the NACAC board, as well as the CEO, traveled to 15 of the 19 affiliate conferences. We will continue to formalize a board liaison program.

Affiliates and NACAC should work together to advance the leadership and business competencies of affiliate officers.

NACAC staff works with the APC-coordinator and coordinator-elect to implement LEAD, a year-long leadership development program. This year, NACAC is relaunching the Treasurers Development Institute with a new curriculum.

NACAC should serve as a hub for collecting and distributing best business practice resources.

With a new NACAC website, member engagement platform, and app in development, there will be greater opportunities for collaboration and information sharing about best practices and resources among affiliates.

NACAC and affiliates should work more collaboratively on public policy advocacy efforts.

Last year, NACAC launched an effort to transform our policy and advocacy platforms to focus on access and equity in college admission, as well as the needs of public high school counselors. As we operationalize this work at the state and national level, affiliates and their government relations teams will be invited to take action.

Affiliates should remain separately incorporated entities.

NACAC agrees.

NACAC should review current and future policies to ensure equity for all affiliates.

NACAC agrees and is reviewing policies from an equity lens.

NACAC should send formal communication to APC to proceed with 2022 delegate elections (already executed).

Affiliates were notified to proceed with delegate elections early spring 2022.