ACSA Governance Task Force Recommendations (Board Approved July 29, 2015)

TRANSITION STRATEGIES

Governance Issue	PHASE 1 (short-term)	PHASE 2 (mid-term)	PHASE 3 (long-term)
Size and Composition of the Board	• Start with focus on criteria, qualifications, diversity, etc. (as noted in full task force recommendation) • Begin by giving regions more direction in identifying needs for leaders (as noted in full task force recommendation) • Size of the board remains unaffected • Retain the vice president position and implement automatic succession to President-elect (October DA item) • President elect automatically succeeds to Presidency	No recommended action at this time Board elects the officers	**No recommended action at this time** Through attrition and change in board terms, work on board size, keeping Executive Committee until size of board declines to desired levels. Start with focus on criteria, qualifications, diversity, etc. (as noted in full task force recommendation)
Focus and Role of Governance Entities and **Alignment of State-Region-Charters**	***Board of Directors/Committees*** • Clearly articulate the roles of the board as a strategic governance entity. • Establish Leadership Development Committee focused on tasks that develop leadership at the region council/committee and board level. The committee will not address the selection/approval of office candidates at the state level ***Delegate Assembly*** • Clearly articulate the role of the DA, building more substance into the work • Provide talking points after DA – alignment in conversations, clarity and purpose ***Regions and Charters*** • Clearly articulate the role of regions and charters per recommendations • Provide talking points after DA – alignment in conversations • ACSA support staff and consultants will work through ACSA-region-charter alignment requirements	***Delegate Assembly*** • Change name of DA to the ACSA Leadership Assembly, including change in meeting schedule, criteria, qualifications, diversity, etc. (as noted in full task force recommendation) • Retool orientation, job descriptions, processes, agendas, meeting schedule, etc. ***Regions and Charters*** • Implement recommendations from Phase 1 • Develop requirements, a process and templates for regions and charter to create a plan and report on progress of receiving rebates, and funding for region consultants • Develop charter operations manual and other support tools/resources. • Track participation of non-members at the charter level and evaluate the rate of transition to membership	***Charters*** • Continue to develop charter operations manual and other support tools/resources • Based on groundwork laid, develop a plan/strategy to transition all charter members to ACSA membership (may need to entail a look at the ACSA membership and dues structures) ***Councils*** • Develop mechanism for distribution of council work to interested members (e.g., discussion board sign up) • Integrate with job-alike discussion boards/ interaction so members can sign up for what interests them and council can solicit input, involvement from members as needed for project work

	• Define types of charters and relationship with ACSA • Increase exposure of ACSA benefits and activities at the charter level ***Councils, Task Forces*** • Clearly articulate the purpose of councils and task forces • State board will review and evaluate need for all existing committees, councils, task forces, and other groups and reset as needed. The board will delegate review and evaluation of some committees, councils and task forces (as appropriate) to the leadership development committee * The board should be cautious about eliminating any groups, committees, or councils that focus on critical needs (i.e. diversity, ethnicity, gender, etc.). We need both diverse representation on all ACSA groups as well as particular councils/committees that provide the leadership for dealing with these issues.	***Councils, Task Forces*** • Implement requirements for composition/election/terms of councils and task forces • Develop annual charge and reporting system • Change timing of council meetings	
Leadership Development System	• Expand the Ambassador Program • Enhance ACSA leadership training for members who take on position • Showcase effective leadership training and orientation programs conducted by the Regions • Begin to enhance orientation and training provided to the ACSA Board of Directors • Provide Board members with talking points after each Board meeting that they can use for ACSA communication back in the Regions • Establish/develop leadership development committee (subcommittee of the board)	• Develop concept for delivery of leadership training for all interested members focusing on skills for ACSA leadership positions, as well as for success in professional role as administrators • Continue to enhance ACSA leadership training • Continue to enhance Board leadership skill training as the Board assumes more of its strategic role and focus • Charge the Leadership Development Committee with further assessing ACSA's leadership development system	• Expand smaller volunteer opportunities for ACSA members • Clarify ACSA volunteer opportunities, including scope of work, requirements, time commitment, etc. (timing to coincide with implementation of requirements for Council and Task Force composition, election, terms, etc.) • Implement concept of leadership training available to all members • Continue to enhance Board leadership skill training as the Board assume more of its strategic role and focus

Governance Issue	PHASE 1 (short-term)	PHASE 2 (mid-term)	PHASE 3 (long-term)
Organizational Culture/ Accountability and Trust	• The Executive Director will present a proposal with a timeline for an ACSA planning cycle congruent to the strategic plan (to be reviewed annually). Draft – taken to executive committee in October, then full board • The Executive Committee will develop and propose performance criteria and an instrument for evaluation of Board performance • The Executive Committee will develop and begin use of a tool to evaluate the effectiveness and efficiency of Board meetings • Develop template and process for Committee, Council, Task Force charges and reporting system • Develop strategic plan measures and a dashboard with key performance indicators for the Board to both assess progress on the ACSA Strategic Plan, as well as evaluate, at a glance, the health, effectiveness and efficiency of the organization (timing to coordinate with development of the Board 'Information Loop', timeline to be presented and reviewed)	• Begin implementation of the ACSA Planning Cycle • Implement Board performance evaluation system	• Continue implementation of the ACSA Planning Cycle • We will evaluate process and work/progress monitoring • Approve with no timeline
Decision-making Process	**will be discussed at an upcoming Board meeting**		
Leader Requirements	**will be discussed at an upcoming Board meeting**		
Resource Alignment/Cost of Governance	**will be discussed at an upcoming Board meeting**		