



AMERICAN COUNSELING ASSOCIATION

ACA Standing Committees Leadership Manual

July 2010

ACA Mission Statement

The mission of the American Counseling Association is to enhance the quality of life in society by promoting the development of professional counselors, advancing the counseling profession, and using the profession and practice of counseling to promote respect for human dignity and diversity.

ACA Vision Statement

The American Counseling Association is the publicly recognized organization to which all professional counselors belong.

ACA Strategic Priorities

1. Re-engineering Governance
2. Improving member services and benefits to address 21st century needs
3. Balancing practice with academia
4. Advocating for the profession
5. Strengthening the organization

ACA Standing Committees

Governing Council and ACA Committees/Task Forces

ACA Standing Committees

- Audit
- Awards
- Branch Development
- Bylaws and Policies
- Ethics
- Financial Affairs
- Graduate Student (Task Force for 2010-2011)
- Human Rights
- International
- Interprofessional (Inactive for 2010-2011)
- Nominations and Election
- Professional Standards (Inactive for 2010-2011)
- Public Awareness and Support (Inactive for 2010-2011)
- Public Policy and Legislation
- Publications
- Research and Knowledge
- Strategic Planning (Task Force for 2010-2011)

Sunset of Standing Committees

Each standing committee shall automatically “sunset” (cease to exist) after five years of existence, unless affirmed by Governing Council upon recommendation of the Executive Committee. Affirmed standing committees shall be reinstated for an additional period of 5 years.

Committee Responsibilities

Audit Committee

The Committee’s primary duties and responsibilities are to: (a) in working with the auditors, review the adequacy and the reliability of ACA’s internal controls and financial reporting; (b) review the independence and performance of ACA’s external independent auditor (“Auditor”); (c) review the ACA’s compliance with tax requirements; (d) review allegations of violations of the ACA’s stated policies on Business Conduct, Conflicts of Interest, and Business Ethics; and (e) the Committee will report to Governing Council and recommend appropriate actions at regularly scheduled meetings.

Awards Committee

The Awards Committee shall develop procedures and administer the awards program for the Association. The committee shall be responsible for implementing the strategic plan and on-going needs of the Association. Reference: Series 1400M-Strategic Planning

Branch Development Committee

The Branch Development Committee shall promote information sharing and mentoring at the Region and Branch level regarding a) membership recruitment and retention plans and programs that have proven effective or successful; b) sources of and ways to enhance non-revenue; c) leadership recruitment, retention and revitalization; d) website design, operation and maintenance; and Branch evaluation and planning for present and future technology needs.

Bylaws And Policies Committee

The Bylaws and Policies Committee shall review all proposed Bylaw additions, revisions and deletions. The committee shall, also, review all ACA branch, division, and organizational affiliate Bylaws to determine agreement with ACA Bylaws and make recommendations to adopt or reject ACA Bylaws amendments and the branch, division, and organizational affiliate Bylaws.

Ethics Committee

The Ethics Committee shall be responsible for educating the membership concerning the *Code of Ethics and Standards of Practice*, monitoring and periodically upgrading the documents and procedures pertinent to the *Code of Ethics and Standards of Practice*, and receiving and processing complaints of alleged violations of the *Code of Ethics and Standards of Practice* of the association.

Financial Affairs Committee

The Financial Affairs Committee shall advise the Governing Council and Executive Director on such matters as budget planning and development and financial management. The Financial Affairs Committee shall monitor the Association's finances and fiscal health.

Graduate Student Committee

The ACA Graduate Student Committee shall promote graduate student members interest in the ACA. The committee shall work toward establishing active communication between ACA leadership, divisions, branches, and regions in order to promote graduate student involvement in the organization. The committee shall prepare an annual report detailing its activities, goals, and objectives.

Human Rights Committee

The Human Rights Committee shall promote programs which pro-actively address human rights, societal trends, and social issues most relevant to the profession and react to the barriers that interfere with human rights. The committee shall administer the Human Concerns Fund and shall address human concerns as they affect the counseling profession. The committee shall be responsible for implementing the strategic plan and addressing the ongoing needs of the association.

International Committee

The International Collaboration Committee shall promote, respect, and recognize the global interdependence among individuals, organizations, and societies. The committee shall build bridges and promote meaningful relationships between ACA and other organizations outside the United States. The purpose of international professional collaboration shall be to promote the commonalities across these international organizations and their missions. The committee shall review and make recommendations regarding the appointments of all liaisons to the international professional organizations, which are submitted by the President, President-Elect and Executive Director.

Interprofessional Committee

The Interprofessional Committee shall build bridges and promote meaningful relationships between ACA and other professional organizations that hold similar professional goals and are within the United States and US Territories. The purposes of professional collaboration shall be: 1) educating members of other professional organizations as to the nature of professional counselors and ACA, and 2) researching the commonalities across these organizations and their missions. The committee shall review and make recommendations regarding the appointments of all liaisons to other professional organizations within the United States and the US Territories which are submitted by the President, President-Elect and executive Director.

Nominations and Elections Committee

The Nominations and Elections Committee shall conduct the nominations and elections of the Association, and annually review and recommend procedures for carrying out the annual election in accordance with the nominations and elections policies as adopted by the Governing Council.

Professional Standards Committee

The Professional Standards Committee shall promote the professionalization of counseling. The committee shall be responsible for counselor advocacy and for monitoring graduate program accreditation, counseling center accreditation, and national voluntary counselor certification programs. The committee shall be responsible for implementing the strategic plan and addressing the on-going needs of the Association.

Public Awareness and Support Committee

The Public Awareness and Support Committee shall promote public awareness of and support for the counseling profession. The committee shall maintain current position papers adopted by the Association. The committee shall be responsible for implementing the strategic plan and addressing the on-going needs of the Association.

Public Policy and Legislation

The Public Policy and Legislation Committee shall promote and support public policy and legislation which promotes the profession and enhances human development. The committee shall be responsible for national and state legislative efforts related to counseling, including state licensure, and for government relations training of members. The committee shall be responsible for implementing the strategic plan and addressing the on-going needs of the Association.

Publications Committee

The Publications Committee shall make recommendations to the Governing Council and the Executive Director on such matters as media policy and procedures, planning, and development. The committee shall develop policies for the publication of the *Journal of Counseling and Development*, *Counseling Today*, books, and other media developed by the Association.

Research and Knowledge Committee

The Research and Knowledge Committee shall promote the advancement and dissemination of research and knowledge in counseling. The committee shall be responsible for the ACA Library and for all Association projects that receive outside funding or support. The committee shall be responsible for implementing the strategic plan and addressing the ongoing needs of the Association.

Strategic Planning Committee

The Strategic Plan is developed jointly by the Strategic Planning Committee and the Governing Council. The Governing Council has the major responsibility for the development and implementation of the plan.

ACA Committee Chair

Role: The role of a Committee Chair is to further the Mission of the American Counseling Association.

Functions: The functions of a Committee Chair include:

1. To transmit an annual written report to the President of the Association who shall report salient developments to the Governing Council;
2. If asked, make an oral report to the Governing Council
3. When appropriate, create subcommittees from among committee members and appoint subcommittee chairs for one-year terms;
4. To facilitate communication among Committee members;
5. To maintain close working relationship with ACA Presidents, other appropriate ACA committees, Governing Council liaisons, and staff assigned to the Committee.

ACA Committee Member

Role: The role of a Committee Member to further the Mission of the American Counseling Association.

Functions: The functions of a Committee Member include:

1. To work with the Committee Chair and other Committee members to further the Mission of the American Counseling Association
2. To maintain communications with the Chair and other committee members;
3. To fulfill committee assignments;
4. To report findings to the Chair;
5. To understand the concerns, issues, and positions of ACA;
6. To attend committee meetings held at the annual conference
7. To follow the ACA Bylaws and Policy and Procedures.

Committee Charges

At the beginning of the Association year (July 1 – June 30) the ACA President will provide each Committee with a list of Charges or Goals for the year. The Committee Chair will work with Committee Members in developing strategies and assigning task as you work toward completing the Charges. The Annual Report to the ACA President and Governing Council will reflect the progress of these Charges. The due date for the Annual Report for 2010-2011 Association year is February 7, 2011.

Governing Council Liaison to ACA Committee/Task Force

- A. **Appointment of Liaisons:** Governing Council members will be appointed as liaisons to ACA Committees and Task Forces by the President-Elect to serve during the President-Elect's term as President.

B. Liaison Responsibilities: Governing Council members who serve as liaisons to ACA Committees and Task Forces are requested to contact the Committee Chair via telephone, mail, fax, or e-mail at least twice during the year to verify that the committee or task force is progressing toward the accomplishment of its plan of action. Liaisons must report any problems to the ACA President. Liaisons are requested to forward to the committee or task force chairs any pertinent information from minutes of Executive Committee and Governing Council meetings that could influence the actions of the committee or task force.

ACA Staff Liaison

ACA has made efforts to assist you by assigning a Staff Liaison to your Committee or Task Force. Your Staff Liaison is focused on providing any information that you need from ACA and can respond to such questions as:

- What is our budget and how do we get approval to spend it?
- What upcoming deadlines should I know about?
- Is our Committee/Task Force scheduled to meet at the Annual Conference?
- How do we arrange for a Committee/Task Force conference call? How much do they cost?
- Who do I talk to at ACA about _____?
- When are Committee/Task Force reports due and to whom do I send them?
- How does our Committee or Task Force make motions to the ACA Governing Council?

Communicating with Committee Members

Committee and Task Force Listserv

The ACA Committee and Task Force listserv has been set up to enable Committee and Task Force members to communicate with each other by email without having to put in all of the addresses each time in order to send a message to the entire Committee or Task Force. Any message sent to the listserv will automatically be sent to the entire group. Here is the information on how best to use the listserv.

1. When you want to send an email message to the entire Committee or Task Force, use the address provided by the Director of Leadership Services. Your message will automatically be sent to the entire group.
2. When you respond to a message sent to this listserv address, be aware of how you send it. If you simply hit "reply" your response will go to the entire list. If you want your message to go only to one of the few members, you should forward it and address your response to ONLY the person(s) you want to respond to.
3. Each Committee or Task Force member is included on the listserv at the address you have provided as your email address. **If you have more than one email address, the listserv WILL NOT accept messages sent from an address that is not on the listserv.** So you would need to always send from the address that is the one shown on the listserv. If you want to be able to use more than one email address, you would need to provide ACA with ALL your addresses and request that all are included on the listserv. If you do that, you can send to the listserv from all of your addresses, but you will also receive listserv communications at all of them.
4. Any time you change your email address, please notify Holly Clubb (hclubb@counseling.org) at ACA headquarters and she will see that the change is made on the Governing Council listserv.

MemberClicks

ACA has added a new communication tool available to members Committees and Task Forces. It is an online community called MemberClicks that will allow you to communicate the other Committee/Task Force members without going through the listserv. Instead of having your email inbox filled with messages and replies, you have to login to the MemberClicks site to receive or respond to messages.

This site will allow Committee/Task Force Members to view and update their contact information; post documents and have discussions. There is also the ability to poll members on a given topic.

How to access this site:

1. On the home page of the ACA website, scroll down to the bottom and click on **ABOUT US**.
2. On the **ABOUT US** Scroll down and click on **Leadership Resources** (on the left side).
3. Then click on the link for MemberClicks.
4. Then you will need to login. Login information will be provided by the Director of Leadership Services (hclubb@counseling.org)

Once you reach the site, you will find the following tabs:

Welcome – home page

Events – View upcoming meetings and events. Under the Events tab you will find the Calendar of Events. Please note you can quickly switch between the calendar and event list formats (the event list provides a brief description at a glance).

Member Center – The following information can be found under the Member Center tab:

- My Profile – your contact information and membership information.
 - My Committees – this is where you go to access your Committee or Task Force.
- Event List - Upcoming meetings and events.
- Bulletin Board – Post messages and discussions.

Making a Motion

Completing a Motion Control Form:

To present a motion for consideration by the ACA Governing Council, follow the format outlined below. Typed motions are preferred if being prepared in advance.

1. **Subject:** Consider this a topic sentence describing the issue addressed by the motion.
2. **It Is Moved:** This is where you will write the actual motion that will be considered by the Governing Council. Use as much space as necessary.
3. **Rational/Need:** List why the motion is needed. Use as much space as necessary.
4. **Background:** In this section, include an explanation of the issue, current status, and the context for the motion. Use as much space as necessary.
5. **Financial Impact:** According to ACA policy, the Financial Affairs Committee must approve all motions that have a fiscal impact of more than \$500 before being forwarded to the Governing Council for consideration. This section must include the following:
 - a. What is the fiscal impact of this motion if approved by Governing Council?
 - b. Has the Financial Affairs Committee received information on this motion (via communication to the ACA Treasurer)?
6. **Impact On Profession:** Use as much space as necessary to explain how this motion will benefit the professional and/or association.
7. **ADDITIONAL SUPPORTING INFORMATION:** Be sure to indicate if you are attaching additional information.
8. **Governing Council Liaison:** The appropriate Governing Council liaison for this subject area must be notified of this proposed action. This insures That there is a least one person in the Governing Council meeting who is knowledgeable about the motion.

Helpful Hints:

Here are some helpful hints about making motions to the Governing Council so that your valuable time is used as efficiently as possible - it can be very frustrating when a committee or task force spends substantial time crafting an idea only to see it sent back after a Governing Council meeting for additional information:

- Review the guidelines for completing an ACA Governing Council motion. You may want to consider printing out the sheet and keeping it with your committee/task force materials for future reference.
- Please note in # 2 that each motion must state the recommended action to be taken. **It is critical that you be extremely detailed in this section.** State exactly what you want to happen. Many motions are returned to committees and task forces because they contain a germ of a good idea but are vague. To give a hypothetical example, the Governing Council may receive a motion that, "ACA establish a relationship with international organizations". While this may be a good idea, the motion does not say which organizations or the nature of the relationship. This motion would therefore get sent back for specifics and six months would be lost. On the other hand, here is an example of a good motion:
 - Move that the ACA Governing Council charge the ACA Task Force on High Stakes Testing develop and present for approval by the ACA Governing Council a written position statement on high stakes testing which (a) recognizes the complexity of this national issue; (b) advocates for needs of students, families, educators, and professional counselors; (c) reflects the values and beliefs of the association; (d) will serve as ACA's official statement on this matter.
 - The above motion is clear, specific, and detailed. It also passed!
- Please also note in # 5 that a financial impact statement from the Financial Affairs Committee is necessary for any motion that will cost more than \$500. Your ACA staff liaison will be glad to help you arrange for this impact statement. It is important to note that **the Financial Affairs Committee must have your motion at least six weeks in advance of a Governing Council meeting** in order to complete their analysis. This means that advanced planning of motions that will be sent to the Governing Council is a must.
- Please keep both your staff liaison and Governing Council liaison (who are two separate people) involved in all committee/task force discussions leading to the crafting of a motion. The staff liaison can help you with any ACA resources that may be available and can assist you with the motion process. The GC liaison is a member of the Governing Council and is your link to ACA's decision making body. **This critical person is your voice at a Governing Council meeting.** They will be the one who responds to the inevitable questions that arise about your motion. If they have been involved in the development of the motion, they will be able to respond knowledgeably. If not, they will be unable to respond and the motion will most likely not pass.

As you can see, creating Governing Council motions take time and serious effort. Which is how it should be. The Governing Council only meets twice each year and wants their precious time to be spent on ideas that have been thoroughly thought through.

Agenda No. _____

**AMERICAN COUNSELING ASSOCIATION
GOVERNING COUNCIL**

MOTION CONTROL FORM

SUBJECT:

IT IS MOVED:

RATIONALE/NEED:

FINANCIAL IMPACT :

Fiscal:

Impact on the Profession:

PERSON/ENTITY RESPONSIBLE FOR FOLLOW-UP:

FOLLOW-UP REPORT TO BE SUBMITTED TO GOVERNING COUNCIL BY (DATE):

MOVED BY:

SECONDED BY:

RECEIVED BY:

DATE:

Position Papers and Resolutions

Initiation of Position Papers Proposals

Regions, Committee, or other entities may propose position papers to the ACA President to be considered for adoption by the Governing Council. Adopted positions will be placed in a designate section of the Policies and Procedures Manual.

Adoption Authority

Only the ACA Governing Council may adopt official ACA resolutions or position papers.

Implementation Procedures:

1. Introduction of a Resolution:

- a. Resolutions presented to Governing Council are to be accompanied by a body of evidence supporting the resolution. The body of evidence is to be made available to Governing Council prior to the meeting at which the resolution is to be considered.
- b. Resolutions are to be presented in the following format:
 1. Brief title of the resolution
 2. Body of evidence (Whereas)
 3. Be it resolved that (Resolution statement)

2. Recording of a Resolution: The full resolution will be recorded in the minutes of the meeting.

3. Follow-up to a Resolution

- a. The President is responsible for follow-up to designated action in the resolution.
- b. The Executive Director is responsible for the distribution of resolutions to the staff.

4. Dissemination of a Resolution: Upon passage, resolutions are to be posted to a resolutions section on the website and/or the newspaper as determined by the President.

ADMINISTRATIVE RULES AND REGULATIONS

Introduction

The intention of the Governing Council is to appoint nominees to committees who have demonstrated skill and knowledge in the areas that are the focus of the committees.

It is, also, the intention of the Governing Council to have ACA committee membership formed in a manner which allows ACA to benefit from the breadth of knowledge and diversity of the members in ACA Regions, Divisions and Organizational Affiliates.

The Administrative Rules and Regulations in Series 1200-AR apply to all Standing Committees or Special Function Groups.

1. Committee Member Criteria

- A. Member of ACA:** All committee members must be members of the American Counseling Association and meet the standards of Professional Membership (except for student members).

Membership Verification: Staff will verify that all persons nominated and continuing committee members are current ACA members. The Executive Director or his/her designee will verify that all continuing committee members are current ACA members.

- B. Chair Qualification:** All Committee Chairs or Co-Chairs must have served on the committee for a minimum of one year before being named chair or co-chair.

2. Committee Membership Restrictions

- A. Maximum Number of Committee Appointments:** ACA members may not serve concurrently on more than one ACA standing committee.
1. ACA members who accept an appointment to an additional ACA standing committee must resign from any other ACA standing committee on which they currently are serving.
 2. Requirement to Resign Exception: The ACA President serves without vote on all ACA standing committees; and the ACA Past President serves on the Publications Committee, the Nominations and Election Committee, and the Strategic Planning Committee.
- B. Governing Council:** Members of ACA Governing Council may not serve concurrently on an ACA Standing Committee unless authorized by policy.

- C. **Division, Organizational Affiliate and Region Officers:** ACA Division and Organizational Affiliate presidents-elect and presidents-elect-elect and Region chairs-elect and chair-elect-elect may not be re-appointed to an additional term or appointed to begin service on an ACA committee for the next association year.
- D. **Research and Knowledge Committee Members:** At no time during their tenure on the ACA Research and Knowledge Committee and for one year thereafter may a committee member serve as an ACA Project Director on a project sponsored by an ACA entity.

3. **At-Large Committee Nominations, Applications And Appointments**

- A. **Self Nomination:** ACA members who wish to serve on a committee may nominate themselves or be solicited for nomination from Divisions, Organizational Affiliates, Regions and other ACA members.
- B. **Notification of Call for Committee Nominations and Applications:** An annual call for applications shall be issued through *Counseling Today* for members who are interested in being considered for appointments to Committees.

Call for Nominations Exceptions: Appointments to the Nominations and Election and Strategic Planning Committees are specific by background, therefore, calls for nominations will not be issued.

- C. **President-Elect to Solicit Nominations and Applications:** The President-Elect will solicit nominations and applications each year and provide forms to be completed and returned.
- D. **President-Elect Makes Appointments to Committees:** The ACA President-Elect will receive the applications and will appoint members and a chair to each committee.
- E. **Governing Council Confirmation:** The President-Elect will have nominations for committee positions and Committee Chairs ready to be confirmed by the Governing Council at its conference meeting.

4. **Length Of Committee Term**

- A. **Committee Member Term:** Committee members may serve on a committee not more than one consecutive three-year term. Service for 18 months or more shall be regarded as a full three-year term.
- B. **Student Committee Member:** A student serves on a committee for a one-year term, and may serve no more than two consecutive terms.

C. Committee Chair Term: A Committee Chair or Co-Chair may serve as chair or co-chair not more than two consecutive one-year terms.

5. Removal Of Committee Members Or Chair

A. Removal Process: In the event the ACA President determines that a committee member or chair is not meeting committee responsibilities adequately, the President shall take the following steps:

1. Consult with the Committee Chair;
2. Ask the member or chair to resign if necessary.
3. If a committee member or chair refuses to resign after being asked, the President has the authority to remove the member or chair. A Committee Chair may be removed without removing that person from the committee, or the chair can be removed as chair and removed from the committee as well.
4. Governing Council or Executive Committee approval to remove committee members or chairs is not required.

B. Replacing Removed Committee Members or Chair: After the President has removed a committee member, the President shall take the following steps:

1. May ask the Division, Organizational Affiliate, or Region that originally recommended the committee member to recommend to the ACA President a replacement to serve the remainder of that person's term as long as doing so will not negatively reflect upon the member or chair just removed.
2. If the committee member was an at-large appointment, the President shall appoint the replacement.
3. The President shall appoint a new chair to replace a removed chair.
4. All appointments made under this provision must be submitted to the Governing Council or Executive Committee for approval.

6. Committee Vacancies

Vacancies occurring on committees, due to reasons other than removal, shall be filled by the President and shall be confirmed by the Governing Council or Executive Committee.

7. Additional Committee Formation

A. Only Standing Committees Authorized: No committee of any type other than Standing Committees or Special Committees or Task Forces may be formed. All association tasks must be assigned to one of the Standing Committees.

B. Subcommittees of Standing Committees: Committee chairs or co-chairs may create subcommittees from among committee members and appoint subcommittee chairs for one-year terms.

C. Groups Organized to Perform Functions: The President, subject to confirmation by the Governing Council, may establish a time-limited Special Committee or Task Force for a specific temporary purpose or assigned task which is beyond Standing Committees' scope of responsibilities as indicated in policies adopted by the Governing Council. Any such Special Committee or Task Force shall be responsible to the Chair of the Standing Committee with the most closely related scope of responsibility.

8. Committee Budget

A. Conference Meetings and Expenses: All ACA Committee Chairs and committee members are expected to attend the ACA conference at their own expense and to participate in a committee meeting, if scheduled. No expenses will be reimbursed by ACA.

B. Conference Oral Reports to Governing Council: When Committee Chairs are asked to make oral reports to the Governing Council at its conference meeting, the chairs may be reimbursed for one night's lodging and one day of per diem.

9. Committee Reports

Final Reports: The final report to the Governing Council shall list each committee goal and indicate progress toward the goal.

CODE OF LEADERSHIP

SERVICE

ACA leaders commit to styles of leadership that reflect and are motivated by a desire to serve. The officer understands that power and authority are bestowed by those being led. Organizational members create the opportunity for persons to lead and trust leaders to serve in a manner that benefits the organization and its members. An officer assumes responsibility while foregoing privilege, empowers those seeking to share leadership, and holds oneself accountable for results without seeking control. Such an officer focuses on effective stewardship of the organization's reputation, social influence, and resources, not on self-interest, acquisition of power, personal status, or private gain.

ORGANIZATIONAL WELL-BEING

The primary responsibility of ACA leaders is to protect and promote the organizational health and effectiveness of the association. This fiduciary responsibility includes public representation, organizational dynamics and fiscal components. The effects of individual and collective decisions and actions upon these components of organizational health must be considered.

ORGANIZATIONAL INCLUSION

ACA is a complex organization composed of numerous professional Divisions/specializations. It is incumbent upon ACA leaders to understand, value, and support the professional diversity of the organization and its represented professions at all levels. The attitudes and actions necessary for such professional inclusion are the same as those necessary for inclusion across other groups in society—humility, willingness to learn, and unconditional positive regard.

PROFESSIONAL CONDUCT

ACA leaders should act in accordance with the highest standards of professionalism established by ACA for the well-being of clients. In addition, ACA leaders' modeling of professional conduct should extend beyond counseling practice to the behavior, attitudes, and communication processes with which they lead. Employees of the organization should be treated with courtesy, an interpersonal respect born of professionalism, and an awareness of the potential for injustice that exists in an imbalance of power. ACA meetings, correspondence, dialogue, and organizational deliberations should be marked by respect for the dignity and worth of persons, by honesty and openness in communication, and by a willingness to resolve problems in a

manner which is satisfactory to all persons concerned. Only through such professional interpersonal conduct can leaders hope to establish the constructive relational dynamic among leaders that is essential to organizational survival and effectiveness.

RELIABILITY

ACA leaders should carry out their responsibilities in a timely and efficient manner. Gaining the benefits of a leadership position without fulfilling the responsibilities of that position is a clear violation of the reasonable expectations of the organization and a primary cause of dissatisfaction among constituents. Leaders who cannot fulfill their responsibilities should consider taking the step of resigning their positions.

ACCESSIBILITY

Officers should be easily accessible to their co-leaders and constituents. Responding to inquiries and comments from organizational members in a timely manner is essential for the following reasons:

- A. Officer Information:** Officers often have valuable and helpful information about the organization and profession, access to which can assist members and co-leaders in the performance of their own duties;
- B. Officer as a Model:** Interaction with present leaders is a primary motivating factor among emerging leaders in the organization;
- C. Officer Representation:** Access to leaders is a reasonable component of representation.

COLLECTIVE DECISION MAKING

ACA leaders will avoid operating unilaterally and in isolation from the consensus of co-leaders, unless to do so is clearly in keeping with an approved task mandate from a governing body. Leaders will deliberate with appropriate co-leaders regarding fiscal matters, implementation of policies, and decisions of organizational direction. Such collaborative decision processes are essential to representative governance.

FISCAL RESPONSIBILITY

In addition to monitoring expenditures of organizational funds, ACA leaders will ensure that the fiscal priority of the organization is direct services to and representation of its members. This fiscal priority determines (but is not limited to) the following expenditure guidelines:

- A. **Economic Utility/Quality:** Leaders should consider economic utility in all fiscal decisions, considering the most cost-effective means of accomplishing a given task without compromising needed quality.
- B. **Restraint in Expenditures:** Leaders should exercise restraint in the expenditure of funds for travel of organizational leaders and employees. Such travel must clearly be of direct service to members.
- C. **Meeting Location/Facilities:** National, Regional, and state conferences should be held in locations and facilities which are financially conducive to attendance by the largest number of organizational members, many of whom must rely on their own financial resources to attend. Leadership meetings should be conducted in locations and facilities of moderate cost. Expenditure for and style of social events and meetings should be consistent with present fiscal limitations and the nature of the task at hand.
- D. **Cost Effective Communication:** Communication between and among leaders conducted through electronic correspondence is encouraged, reserving the most costly meeting process for special and appropriate occasions.
- E. **Funds Expended:** Use of organizational funds for a given task, project, or meeting should be weighed against the overall benefit to members relative to the proportion of organizational funds expended. For major expenditures of organizational funds to be justified, such expenditures must be of clear and significant benefit to the majority of members.