



WACAC POLICIES AND PROCEDURES MANUAL

*July 2023
(Updated 9.20.23)*

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Introduction

The Western Association for College Admission Counseling (WACAC) supports and advances the work of counseling and enrollment professionals from California and Nevada as they help all students realize their full potential, with emphasis on freshman and transfer transitions to higher education and attention to access and equity for all students.

WACAC is a 501c3 Non-Profit organization governed by the laws and regulations of the State of California. WACAC is a regional affiliate of the National Association for College Admission Counseling (NACAC).

The Federal Tax Identification number is: 95-3086724. The fiscal year for the Association is July 1 through June 30.

The Membership year for the Association runs July 1 through June 30. There is no grace period for memberships, and we do not prorate dues. All memberships expire June 30.

The mailing address for the Association is:

WACAC
2629 Foothill Blvd. #124
La Crescenta, CA 91214

The cell phone number is: 818.541.9296

WACAC Office Approved Out-of-Office Dates

The WACAC Office shall be closed during the following recognized federal holidays:

Martin Luther King Jr. Day

Memorial Day

Juneteenth

4th of July

Labor Day

Thanksgiving Holiday (Wednesday to Friday)

Winter Holiday (Two weeks that shall encompass the 2 days prior to the Christmas holiday and two days after New Year's)

In addition, the WACAC Managing Director shall have 12 days of vacation per fiscal year that must be approved two weeks in advance. While out-of-office, the Managing Director shall put an out-of-office message that includes the contact information for the current President for any immediate issues.

History



Beginning in the fall of 2020, the Governance and Nominations committee, led by Immediate Past-President Lauren Cook, began the arduous effort of revising the WACAC bylaws. This initiative was begun after recommendations from NACAC upon the conclusion of the Department of Justice investigation. In light of the streamlined NACAC and State of California compliant bylaws, the more prescriptive portions of previous bylaws were moved to a separate document, the Policies and Procedures Manual (PPM).

While the bylaws are designed to be evergreen and to require minimal alterations and amendments, the PPM is in fact organic and designed to be changed as the association, Executive Board and profession itself changes.

This document will be reviewed and updated annually every summer during the Annual Board Retreat.

Elected Positions & Job Descriptions

PRESIDENT

LENGTH OF SERVICE: 3 YEARS

Member of Presidential Trio (President-Elect, President, Past President). Elected as President-Elect by voting Membership: Year One as President-Elect, Year Two as President, Year Three as Past President.

REQUIREMENTS TO SERVE:

Must obtain written Supervisors' Approval as Candidate for President-Elect and re-confirm organizational support annually.

Must complete Conflict of Interest Form to disclose potential conflicts annually.

Must complete Participation Agreement annually to acknowledge required meetings and responsibilities of the position.

Must attend 2-Day Board Retreat and 4 additional board meetings (September, December, February, Annual Conference) annually.

Must attend NACAC LDI each summer (3).

Must be a Voting Member of both WACAC and NACAC.

OBJECTIVE/GOAL: To oversee the day-to-day operations of the Association. To promote the Mission Statement of the association.

RESPONSIBILITIES:

- Work cooperatively with President-Elect and Past President in decision-making.
- Supervise the daily operations of the association and compliance with federal, state and regulatory issues.
- Approve and sign all contracts, in conjunction with Committee Chairs, for the association.
- Call, preside over, and prepare the agenda for meetings of the Executive Board.
- Call and preside over meetings of the general membership.
- Mentor specific board committees as decided by Presidential Trio, with awareness of special skills, talents and interests of other Presidents.
- Serve as an ex officio member of all WACAC committees.
- Serve as primary liaison with NACAC.
- Serve a one-year term and succeed to the office of Past-President.
- Appoint standing and ad-hoc committee chairs, after consultation with appropriate chair and Presidential Trio.
- Serve as Co-Chair with Treasurer of the Oversight Committee.
- Complete annual reviews of the Managing Director and any other employees of the association.

ADDITIONAL INFORMATION: Email address: wacacpresident@wacac.org. Assume other responsibilities as directed by the General Membership and the Executive Board.

PRESIDENT-ELECT

LENGTH OF SERVICE: 3 YEARS

Member of Presidential Trio (President-Elect, President, Past President). Elected as President-Elect by voting Membership: Year One as President-Elect, Year Two as President, Year Three as Past President.

REQUIREMENTS TO SERVE:

Must obtain written Supervisors' Approval as Candidate for President-Elect.

Must complete Conflict of Interest Form to disclose potential conflicts annually.

Must complete Participation Agreement annually to acknowledge required meetings and responsibilities of the position.

Must attend 2-Day Board Retreat and 4 additional board meetings (September, December, February, Annual Conference) annually.

Must be a Voting Member of both WACAC and NACAC.

Must have previously served on the Board as a Committee Chair or Delegate.

Must attend NACAC LDI each summer (3).

OBJECTIVE/GOAL: To learn the responsibilities associated with being President and to plan the Annual Conference. To promote the Mission Statement of the association.

RESPONSIBILITIES:

- Work cooperatively with President and Past President in decision-making.
- Mentor specific board committees as decided by Presidential Trio, with awareness of special skills, talents and interests of other Presidents.
- Assist with appointment of standing and ad-hoc committee chairs, after consultation with appropriate chair and Presidential Trio.
- Serve as a member of the Oversight Committee.
- Serve as Co-Chair for the Annual Conference with the primary role being that of theme development and determining Keynote and NACAC Speakers.
- Serve as Chair of Committee to determine future conference sites.

ADDITIONAL INFORMATION: Email address: wacacpreselect@wacac.org. Assume other responsibilities as directed by the President.

PAST PRESIDENT

LENGTH OF SERVICE: 3 YEARS

Member of Presidential Trio (President-Elect, President, Past President). Elected as President-Elect by voting Membership: Year One as President-Elect, Year Two as President, Year Three as Past President.

REQUIREMENTS TO SERVE:

Must obtain written Supervisors' Approval as Candidate for President-Elect and re-confirm organizational support annually.

Must complete Conflict of Interest Form to disclose potential conflicts annually.

Must complete Participation Agreement annually to acknowledge required meetings and responsibilities of the position.

Must attend 2-Day Board Retreat and 4 additional board meetings (September, December, February, Annual Conference) annually.

Must be a Voting Member of both WACAC and NACAC.

Must attend NACAC LDI each summer (3).

OBJECTIVE/GOAL: Provide guidance and institutional history to President and President-Elect. Promote the Mission Statement of the association.

RESPONSIBILITIES:

- Serve as Chair of the Governance and Nominations Committee.
- Work cooperatively with President-Elect and President in decision-making.
- Mentor specific board committees as decided by Presidential Trio, with awareness of special skills, talents and interests of other Presidents.
- Assist with appointment of standing committee chairs, after consultation with appropriate chair and Presidential Trio.
- Serve as a member of the Oversight Committee.
- Serve as Conference Program Subcommittee Chair.
- Revise Association Bylaws as needed.
- Serve as liaison with the Past Presidents' Council and invite one member to each of the 5 board meetings.
- Serve as the Immediate Past President member on Governance and Nominations Committee in year following Past Presidency (4th year obligation).

ADDITIONAL INFORMATION: Email address: wacacpastpresident@wacac.org. Assume other responsibilities as directed by the President.

TREASURER

LENGTH OF SERVICE: 3 YEARS

Elected as Treasurer-Elect by voting Membership of the Western Association of College Admission Counseling. Year One as Treasurer-Elect, Year Two as Treasurer, Year Three as Treasurer with Elect.

REQUIREMENTS TO SERVE:

Must obtain written Supervisors' Approval as Candidate for Treasurer-Elect and reconfirm organizational support annually.

Must complete Conflict of Interest Form to disclose potential conflicts annually.

Must complete Participation Agreement annually to acknowledge required meetings and responsibilities of the position.

Must attend 2-Day Board Retreat and 4 additional board meetings (September, December, February, Annual Conference) annually. Must submit committee reports prior to retreat and meetings.

Must attend 5 Oversight Committee meetings (one prior to the retreat and each meeting above listed) and prepare fiscal portion of Oversight Committee Agenda.

Must be a voting WACAC and NACAC Member.

Must attend NACAC Treasurers' Institute.

RESPONSIBILITIES:

- Nominate, in consultation with Presidential Trio and Governance and Nominations Committee, Treasurer-Elect at end of Second Year to serve as assistant during Year Three. Treasurer-Elect typically is selected from individuals having background in accounting and/or financial management in addition to being active members of the Association.
- Serve as Chair of the Investment Committee. The Investment Committee is a sub-committee of the Strategic Oversight Committee and is comprised of the Presidential Trio, the Treasurer and Treasurer-Elect, Managing Director and three at-large WACAC Members who have experience and interest in investments. The At-Large Members should be prepared to serve for two years on the committee.
- In conjunction with the Managing Director, be responsible for all financial records of the corporation including filing Federal and State tax returns and compliance with regulations regarding Non-Profit Status.
- Report the financial condition and results of operations of WACAC to the Executive Board and General Membership at each meeting.
- Be responsible for the payment of all bills of the corporation in conjunction with the Managing Director.
- Select financial institutions, in coordination with the Managing Director and the Oversight Committee, for banking and investment purposes.
- Arrange for a financial review of the financial statements of WACAC by an independent public accountant annually and distribute to the membership copies of said report.
- With members of the Oversight Committee and Managing Director, select an appropriate accounting firm to serve the organization, submit the firm for approval to the Executive Board, and serve as the primary liaison with the firm.

- Working with Committee Chairs, Managing Director and the Oversight Committee to develop an annual budget. Present Annual Budget to the entire Executive Board for approval.
- Serve as Co-Chair of the Oversight Committee as it relates to Fiscal Policy and as such be responsible for initiating, implementing and maintaining a financial investment policy that provides strong investment stewardship of WACAC's operating and supplemental funds.
- Work with Attorney along with the current President and Managing Director as necessary to protect the interests of the association.

ADDITIONAL INFORMATION: Email address: wacactreasurer@wacac.org. Assume other responsibilities as directed by the President and/or Oversight Committee.

INVESTMENT COMMITTEE

The Investment Committee is a sub-committee of the Strategic Oversight Committee.

CHAIR: Current Treasurer

COMPOSITION: Presidential Trio, the Treasurer and Treasurer-Elect, Managing Director and three at-large WACAC Members.

LENGTH OF SERVICE FOR AT-LARGE MEMBERS (3): 2 YEARS

LENGTH OF SERVICE FOR ELECTED BOARD MEMBERS: 3 YEARS, SAME AS ELECTED TERM

The three at-large WACAC Members must have experience and interest in investments and willingness to learn. The At-Large Members should be prepared to serve for two years on the committee and attend a minimum of 4 meetings annually, one per quarter. They do not necessarily represent specific member types given that the Elected board members likely fill this need for diversity within the committee. Rather, their interest and investment experience are critical to the success of the committee as a whole.

REQUIREMENTS TO SERVE:

Must obtain Supervisors' Approval to serve on the committee and reconfirm organizational support annually.

Must complete Conflict of Interest Form to disclose potential conflicts as they relate to the investment strategy annually.

Must complete Participation Agreement annually to acknowledge required meetings and responsibilities of the position.

Must attend a minimum of 4 remote meetings annually, one per quarter.

RESPONSIBILITIES:

- Determine short- and long-term investment policies/goals to maintain the financial health and stability of the organization while addressing future growth potential of initiatives to benefit all members.
- Review investment strategies quarterly or more frequently as needed given financial markets.
- Recommend investment strategy to the Oversight Committee and Executive Board and be able to explain recommendations in a clear and concise manner.

SECRETARY

LENGTH OF SERVICE: 3 YEARS

Elected as Secretary-Elect by voting Membership of the Western Association of College Admission Counseling. Year One as Secretary-Elect, Year Two as Secretary, Year Three as Secretary with Elect.

REQUIREMENTS TO SERVE:

Must obtain written Supervisors' Approval as Candidate for Secretary-Elect and reconfirm organizational support annually.

Must complete Conflict of Interest Form to disclose potential conflicts annually.

Must complete Participation Agreement annually to acknowledge required meetings and responsibilities of the position.

Must attend 2-Day Board Retreat and 4 additional board meetings (September, December, February, Annual Conference) annually.

Must be a voting WACAC Member. NACAC Membership recommended.

RESPONSIBILITIES:

- Nominate, in consultation with Presidential Trio and Governance and Nominations Committee, Secretary-Elect at end of Second Year to serve as assistant during Year Three.
- Assume responsibilities for recording and reporting the minutes of all Executive Board and General Membership meetings.
- Make all minutes available to members as required prior to board and membership meetings.
- Serve as historian of the Association and in that role keep records on recipients of WACAC and NACAC awards ensuring the record on the Association web site is accurate.
- Solicit names of committee members from committee chairs and keep a record of committee service for submission to NACAC annually.
- Complete all reports as required by NACAC for committee members, membership and board minutes.

ADDITIONAL INFORMATION: Email address: wacacsecretary@wacac.org. Assume other responsibilities as directed by the President.

MEMBERSHIP DELEGATES

LENGTH OF SERVICE: 2 YEARS. Terms are staggered.

Elected by WACAC Members and/or appointed by Executive Board. Group to consist of 4 representing California, 2 representing Nevada and 2 at-large delegates to ensure all member types are represented. Not to exceed 12 total. At any given time, at least 50% of the Membership Delegates must be elected by the membership.

REQUIREMENTS TO SERVE:

Must obtain written Supervisors' Approval and re-confirm organizational support annually.

Must complete Conflict of Interest Form to disclose potential conflicts annually.

Must complete Participation Agreement annually to acknowledge required meetings and responsibilities of the position.

Must be eligible to be an active Voting Member of WACAC during their two-year term.

Must attend 2-Day Board Retreat and 4 additional board meetings (September, December, February, Annual Conference) annually.

Must be reflective of current membership categories (UC, CSU, Private College/University, Public School Counselors, Private School Counselors, Independent Educational Consultants, Nevada Representative) with attention paid to diversity, equity and access.

OBJECTIVE/GOAL: To represent the interests of Western members throughout the region.

RESPONSIBILITIES:

- Host and facilitate two town hall meetings for their constituents per fiscal year.
- Participate and support WACAC Committees.
- Conduct outreach to potential members in under-represented membership types or areas
- Gather feedback on proposed Executive Board activities based on constituents' needs.

ADDITIONAL INFORMATION: Assume other responsibilities as directed by the President.

Appointed Standing Positions & Job Descriptions

ADMISSIONS PRACTICES COMMITTEE CHAIR

LENGTH OF SERVICE: 3 YEARS

Appointed by Presidential Trio in consultation with current committee chair for Three-Year Term. Year One is Chair-Elect, Year Two is Chair, Year Three is Chair with appointed Chair-Elect.

REQUIREMENTS TO SERVE:

Must obtain written Supervisors' Approval and re-confirm organizational support annually.

Must complete Conflict of Interest Form to disclose potential conflicts annually.

Must complete Participation Agreement annually to acknowledge required meetings and responsibilities of the position.

Must attend 2-Day Board Retreat and 4 additional board meetings (September, December, February, Annual Conference) annually. Must submit committee reports prior to retreat and meetings.

Must be a voting member of WACAC and NACAC.

OBJECTIVE/GOAL: To educate members and non-members regarding ethical practices in the field of college admissions.

RESPONSIBILITIES:

- Educate members and non-members regarding ethical practices in the field of College Admissions.
- Conduct sessions at the WACAC Annual Conference relating to best practices.
- Act as liaison with National Admissions Practices committee.
- Establish and maintain committee budget within established Fiscal Policy guidelines.
- Select members of the committee and report their names to the Secretary annually. All committee members must hold voting membership in WACAC. The current President is Ex Officio.
- Responsible for appointing, in consultation with Presidential Trio, Chair-Elect at end of Second Year to serve as assistant during Year Three. Chair-Elect typically is selected from active members of the Committee and/or newly elected Delegates.

ADDITIONAL INFORMATION: Email address: wacacap@wacac.org. Assume other responsibilities as directed by the President.

COLLEGE FAIR COMMITTEE CHAIR

LENGTH OF SERVICE: 3 YEARS

Appointed by Presidential Trio in consultation with current committee chair for Three-Year Term. Year One is Chair-Elect, Year Two is Chair, Year Three is Chair with appointed Chair-Elect.

REQUIREMENTS TO SERVE:

Must obtain written Supervisors' Approval and re-confirm organizational support annually.

Must complete Conflict of Interest Form to disclose potential conflicts annually.

Must complete Participation Agreement annually to acknowledge required meetings and responsibilities of the position.

Must attend 2-Day Board Retreat and 4 additional board meetings (September, December, February, Annual Conference) annually. Must submit committee reports prior to retreat and meetings.

Must be a voting WACAC Member.

OBJECTIVE/GOAL: To organize college fairs in the States of California and Nevada.

RESPONSIBILITIES:

- Responsible for the branding and selection of host sites and leadership teams for all WACAC fairs.
- Responsible for budget oversight, determining costs and policies for attendance and technology for virtual fairs.
- Establish and maintain committee and site budgets within established Fiscal Policy guidelines.
- Responsible for bringing contracts to Presidential Trio and for co-signing said contracts in conjunction with sitting President.
- Support the efforts of NACAC including, but not limited to, assisting with regional volunteers.
- Serve as a member of the Oversight Committee.
- Select members of the committee and Host Site Chairs and report their names to the Secretary annually. All committee members including those volunteering at Host Sites must hold voting membership in WACAC. The current President is Ex Officio.
- Responsible for appointing, in consultation with Presidential Trio, Chair-Elect at end of Second Year to serve as assistant during Year Three. Chair-Elect typically is selected from active members of the Committee and/or newly elected Delegates.

ADDITIONAL INFORMATION: Email address: wacacollegefairs@wacac.org. Assume other responsibilities as directed by the President.

COMMUNICATIONS COMMITTEE CHAIR

LENGTH OF SERVICE: 3 YEARS

Appointed by Presidential Trio in consultation with current committee chair for Three-Year Term. Year One is Chair-Elect, Year Two is Chair, Year Three is Chair with appointed Chair-Elect.

REQUIREMENTS TO SERVE:

Must obtain written Supervisors' Approval and re-confirm organizational support annually.

Must complete Conflict of Interest Form to disclose potential conflicts annually.

Must complete Participation Agreement annually to acknowledge required meetings and responsibilities of the position.

Must attend 2-Day Board Retreat and 4 additional board meetings (September, December, February, Annual Conference) annually. Must submit committee reports prior to retreat and meetings.

Must be a voting WACAC Member.

OBJECTIVE/GOAL: To coordinate all publicly-facing elements of WACAC Communications.

RESPONSIBILITIES:

- Provide leadership for the review and updating of the WACAC website and other social media in support of WACAC activities.
- Recruit and manage committee volunteers to oversee or aid key committee needs in social media, virtual platform needs (Zoom; YouTube), member communications (e-blasts; member emails), and web page management (blogs; job board). Report committee members' names to the Secretary annually. All committee members must hold voting membership in WACAC. The current President is Ex Officio.
- Provide regular electronic updates and announcements regarding WACAC programs, activities and items of interest to the membership.
- Coordinate communications-related research projects as appropriate.
- Provide leadership within the organization for the maintenance of consistent and professional messaging and branding of all WACAC activities.
- Serve as a member of the Oversight Committee.
- Manage requests regarding non-WACAC events, resources, or other communications from third parties to WACAC membership.
- Establish and maintain committee budget within established Fiscal Policy guidelines.
- Responsible for appointing, in consultation with Presidential Trio, Chair-Elect at end of Second Year to serve as assistant during Year Three. Chair-Elect typically is selected from active members of the Committee and/or newly elected Delegates.

ADDITIONAL INFORMATION: Email address: wacaccommunications@wacac.org. Assume such other responsibilities as directed by the President.

CONFERENCE COMMITTEE CHAIR

LENGTH OF SERVICE: 3 YEARS

Appointed by Presidential Trio in consultation with current committee chair for Three-Year Term. Year One is Chair-Elect, Year Two is Chair, Year Three is Chair with appointed Chair-Elect.

REQUIREMENTS TO SERVE:

Must obtain written Supervisors' Approval and re-confirm organizational support annually.

Must complete Conflict of Interest Form to disclose potential conflicts annually.

Must complete Participation Agreement annually to acknowledge required meetings and responsibilities of the position.

Must attend 2-Day Board Retreat and 4 additional board meetings (September, December, February, Annual Conference) annually. Must submit committee reports prior to retreat and meetings.

Must be a voting WACAC Member or receive approval from Oversight should chair hold Business/Student membership affiliation.

OBJECTIVE/GOAL: To plan the Annual Conference typically held in the spring of each year in consultation with the President-Elect. To take lead for Western during Super Conference years.

RESPONSIBILITIES:

- Responsible for selecting subcommittee chairs to effectively distribute the conference workload among WACAC members and to develop leadership for future conferences. Report committee members' names to Secretary annually. All committee members must hold voting membership in WACAC. The current President is Ex Officio.
- Establish and maintain committee budgets within established Fiscal Policy guidelines for various components of the conference with goal of generating revenues to fund other professional development events.
- Responsible for determining, in conjunction with the President-Elect, upcoming conference locations including Super Conferences with other regional affiliate partners.
- Responsible for appointing, in consultation with Presidential Trio, Chair-Elect at end of Second Year to serve as assistant during Year Three. Chair-Elect typically is selected from active members of the Committee and/or newly elected Delegates.

ADDITIONAL INFORMATION: Email address: wacacconference@wacac.org. Assume other responsibilities as directed by the President.

DEVELOPMENT COMMITTEE CHAIR

LENGTH OF SERVICE: 3 YEARS

Appointed by Presidential Trio in consultation with current committee chair for Three-Year Term. Year One is Chair-Elect, Year Two is Chair, Year Three is Chair with appointed Chair-Elect.

REQUIREMENTS TO SERVE:

Must obtain written Supervisors' Approval and re-confirm organizational support annually.

Must complete Conflict of Interest Form to disclose potential conflicts annually.

Must complete Participation Agreement annually to acknowledge required meetings and responsibilities of the position.

Must attend 2-Day Board Retreat and 4 additional board meetings (September, December, February, Annual Conference) annually. Must submit committee reports prior to retreat and meetings.

Must be a voting WACAC Member.

OBJECTIVE/GOAL: To raise funds to support various professional development activities of WACAC.

RESPONSIBILITIES:

- Work with the Conference, IDEA, Professional Development and College Fair chairs to develop and implement an annual development program designed to solicit funds in support of scholarships, exhibitors, busing, etc., to WACAC events.
- Work with the Managing Director and Treasurer to track donations and provide stewardship of incoming funds.
- Work with the Communications Chair and others to provide appropriate recognition to all donors.
- Establish and maintain committee budget within established Fiscal Policy guidelines.
- Select members of the committee and report their names to the Secretary annually. All committee members must hold voting membership in WACAC. The current President is Ex Officio.
- Responsible for appointing, in consultation with Presidential Trio, Chair-Elect at end of Second Year to serve as assistant during Year Three. Chair-Elect typically is selected from active members of the Committee and/or newly elected Delegates.

ADDITIONAL INFORMATION: Email address: wacacdevelopment@wacac.org. Assume other responsibilities as directed by the President.

GOVERNANCE AND NOMINATIONS COMMITTEE CHAIR

REQUIREMENTS TO SERVE:

Be the current Past President.

OBJECTIVE/GOAL: To present slate of Officers (President-Elect, Treasurer and Secretary) and Membership Delegates for membership vote each Spring.

RESPONSIBILITIES:

- Appoint and coordinate a diverse committee of no fewer than 5 members who hold voting membership and who are representative of the WACAC membership as a whole. Committee must include the person who most recently held the position of WACAC Immediate Past President.
- Report their committee members' names to the Secretary annually.
- Responsible for the nomination process and election of vacant positions on the Executive Board and Oversight Committee.
- Responsible for the annual review of the WACAC Bylaws and the governance structure of WACAC.
- Supervise the nominations, selection and announcement of all awards.

ADDITIONAL INFORMATION: Assume other responsibilities as directed by the President.

GOVERNMENT RELATIONS COMMITTEE CHAIR

LENGTH OF SERVICE: 3 YEARS

Appointed by Presidential Trio in consultation with current committee chair for Three-Year Term. Year One is Chair-Elect, Year Two is Chair, Year Three is Chair with appointed Chair-Elect.

REQUIREMENTS TO SERVE:

Must obtain written Supervisors' Approval and re-confirm organizational support annually.

Must complete Conflict of Interest Form to disclose potential conflicts annually.

Must complete Participation Agreement annually to acknowledge required meetings and responsibilities of the position.

Must attend 2-Day Board Retreat and 4 additional board meetings (September, December, February, Annual Conference) annually. Must submit committee reports prior to retreat and meetings.

Must be a voting WACAC Member.

OBJECTIVE/GOAL: To ensure that WACAC has a legislative presence in both Sacramento and Carson City and provide advocacy for the association.

RESPONSIBILITIES:

- Organize the annual and bi-annual government relations conferences in Sacramento and Carson City respectively.
- Select, in conjunction with the Presidential Trio, dates and hotel locations (if appropriate) for conferences.
- Establish and maintain committee budgets for lobbying and conferences within established Fiscal Policy guidelines.
- Provide leadership and programming to identify areas of governmental policy and appropriate related activities in support of the mission of WACAC.
- Select and work with hired lobbyists to advocate for WACAC priorities.
- Ensure that all appropriate lobbying paperwork is completed by lobbyists in a timely manner.
- Responsible for bringing contracts to Presidential Trio and for co-signing said contracts in conjunction with sitting President.
- Select members of the committee and report their names to the Secretary annually. All committee members must hold voting membership in WACAC. The current President is Ex Officio.
- Responsible for appointing, in consultation with Presidential Trio, Chair-Elect at end of Second Year to serve as assistant during Year Three. Chair-Elect typically is selected from active members of the Committee and/or newly elected Delegates.

ADDITIONAL INFORMATION: Email address: wacacgrac@wacac.org. Assume other responsibilities as directed by the President.

INCLUSION, DIVERSITY, EQUITY AND ACCESS COMMITTEE CHAIR

LENGTH OF SERVICE: 3 YEARS

Appointed by Presidential Trio in consultation with current committee chair for Three-Year Term. Year One is Chair-Elect, Year Two is Chair, Year Three is Chair with appointed Chair-Elect.

REQUIREMENTS TO SERVE:

Must obtain written Supervisors' Approval and re-confirm organizational support annually.

Must complete Conflict of Interest Form to disclose potential conflicts annually.

Must complete Participation Agreement annually to acknowledge required meetings and responsibilities of the position.

Must attend 2-Day Board Retreat and 4 additional board meetings (September, December, February, Annual Conference) annually. Must submit committee reports prior to retreat and meetings.

Must be a voting WACAC Member.

OBJECTIVE/GOAL: To highlight issues of inclusion, diversity, equity and access and to ensure these interests remain at the forefront of WACAC's policy agenda.

RESPONSIBILITIES:

- Provide leadership to ensure that issues of inclusion, diversity, culture, access, equity remain a focus in the actions of WACAC members and the educational community including the Language Access initiatives.
- Organize and integrate IDEA-focused elements of the Annual Conference on an annual basis.
- Provide support and selection for the DEA Grants each year.
- Serve as a member of the Oversight Committee.
- Liaison with NACAC Diversity, Equity and Access Committee.
- Establish and maintain committee budget within established Fiscal Policy guidelines.
- Select members of the committee and report their names to the Secretary annually. All committee members must hold voting membership in WACAC. The current President is Ex Officio.
- Responsible for appointing, in consultation with Presidential Trio, Chair-Elect at end of Second Year to serve as assistant during Year Three. Chair-Elect typically is selected from active members of the Committee and/or newly elected Delegates.

ADDITIONAL INFORMATION: Email address: wacacidea@wacac.org. Assume other responsibilities as directed by the President.

INTER-ASSOCIATION COMMITTEE CHAIR

LENGTH OF SERVICE: 3 YEARS

Appointed by Presidential Trio in consultation with current committee chair for Three-Year Term. Year One is Chair-Elect, Year Two is Chair, Year Three is Chair with appointed Chair-Elect.

REQUIREMENTS TO SERVE:

Must obtain written Supervisors' Approval and re-confirm organizational support annually.

Must complete Conflict of Interest Form to disclose potential conflicts annually.

Must complete Participation Agreement annually to acknowledge required meetings and responsibilities of the position.

Must attend 2-Day Board Retreat and 4 additional board meetings (September, December, February, Annual Conference) annually. Must submit committee reports prior to retreat and meetings.

Must be a voting WACAC Member.

OBJECTIVE/GOAL: To establish relationships and shared agendas with other like-minded organizations to support the Mission Statement of WACAC.

RESPONSIBILITIES:

- Serve as a liaison to other professional organizations within California and Nevada dedicated to assisting students with the transition between high school and college.
- Encourage advocacy across organizations to improve access and opportunity for all students in California and Nevada
- Coordinate the College Counselor Education Program (CCEP) in conjunction with UC San Diego Extension.
- Provide speakers as requested to other associations.
- Liaison as requested at other associations board meetings and annual conferences.
- Obtain speakers for our conferences from various other associations.
- Report annually to the Board the professional organizations in which we have formal and informal relationships
- Seek approval from the President and/or Board before entering into any formal agreements, MOU's or contracts with any organization on behalf of WACAC
- In conjunction with Presidential Trio, invite representatives from other associations to attend Board Meetings.
- Establish and maintain committee budget within established Fiscal Policy guidelines.
- Select members of the committee and report their names to the Secretary annually. All committee members must hold voting membership in WACAC. The current President is Ex Officio.
- Responsible for appointing, in consultation with Presidential Trio, Chair-Elect at end of Second Year to serve as assistant during Year Three. Chair-Elect typically is selected from active members of the Committee and/or newly elected Delegates.

ADDITIONAL INFORMATION: Email address: wacacia@wacac.org. Assume other responsibilities as directed by the President.

MEMBERSHIP COMMITTEE CHAIR

LENGTH OF SERVICE: 3 YEARS

Appointed by Presidential Trio in consultation with current committee chair for Three-Year Term. Year One is Chair-Elect, Year Two is Chair, Year Three is Chair with appointed Chair-Elect.

REQUIREMENTS TO SERVE:

Must obtain written Supervisors' Approval and re-confirm organizational support annually.

Must complete Conflict of Interest Form to disclose potential conflicts annually.

Must complete Participation Agreement annually to acknowledge required meetings and responsibilities of the position.

Must be a voting Member of both WACAC and NACAC.

Must attend 2-Day Board Retreat and 4 additional board meetings (September, December, February, Annual Conference) annually. Must submit committee reports prior to retreat and meetings.

OBJECTIVE/GOAL: To maintain and increase the membership in the Association.

RESPONSIBILITIES:

- Solicit membership for both WACAC and NACAC.
- Maintain membership records of WACAC and provide NACAC with records as requested.
- Coordinate the review of membership applications and notification of membership status.
- Audit membership applications for accuracy and update as appropriate.
- Maintain and clean the database.
- Run reports.
- Establish policies in terms of membership types, who can qualify for membership and what type of membership.
- Establish and maintain committee budget within established Fiscal Policy guidelines.
- Select members of the committee and report their names to the Secretary annually. All committee members must hold voting membership in WACAC. The current President is Ex Officio.
- Responsible for appointing, in consultation with Presidential Trio, Chair-Elect at end of Second Year to serve as assistant during Year Three. Chair-Elect typically is selected from active members of the Committee and/or newly elected Delegates.

ADDITIONAL INFORMATION: Email address: wacacmembership@wacac.org. Assume other responsibilities as directed by the President.

NEVADA INTERESTS COMMITTEE CHAIR

LENGTH OF SERVICE: 3 YEARS

Appointed by Presidential Trio in consultation with current committee chair for Three-Year Term. Year One is Chair-Elect, Year Two is Chair, Year Three is Chair with appointed Chair-Elect.

REQUIREMENTS TO SERVE:

Must obtain written Supervisors' Approval and re-confirm organizational support annually.

Must complete Conflict of Interest Form to disclose potential conflicts annually.

Must complete Participation Agreement annually to acknowledge required meetings and responsibilities of the position.

Must attend 2-Day Board Retreat and 4 additional board meetings (September, December, February, Annual Conference) annually. Must submit committee reports prior to retreat and meetings.

Must be a voting WACAC Member.

OBJECTIVE/GOAL: To increase the number of active members from Nevada and to ensure that Nevada interests are weighed appropriately and given full consideration in the planning and goals of the association.

RESPONSIBILITIES:

- Serve as chair of a government relations committee for Nevada
- Recruit members from Nevada and work with other committee chairs to ensure consideration of the needs of members from Nevada.
- Confirm a minimum of one Nevada member is an active participant on each board committee.
- Establish and maintain committee budget within established Fiscal Policy guidelines.
- Select members of the committee and report their names to the Secretary annually. All committee members must hold voting membership in WACAC. The current President is Ex Officio.
- Responsible for appointing, in consultation with Presidential Trio, Chair-Elect at end of Second Year to serve as assistant during Year Three. Chair-Elect typically is selected from active members of the Committee and/or newly elected Delegates.

ADDITIONAL INFORMATION: Email address: wacacnevada@wacac.org. Assume other responsibilities as directed by the President.

OVERSIGHT COMMITTEE

LENGTH OF SERVICE: ROTATING

REQUIREMENTS TO SERVE: *Must hold the position of*

President
President-Elect
Past President
Treasurer
College Fair Chair
Communications Chair
IDEA Chair
Professional Development Chair
Treasurer-Elect (Ex Officio)
Managing Director (Ex Officio)
Chair-Elects of Standing Members (Ex Officio, beginning after summer retreat)

President and Treasurer co-chair committee.

OBJECTIVE/GOAL: To address monitor and address the financial needs of the association and to coordinate emergency response as needed.

RESPONSIBILITIES:

- Mitigate financial loss to Association during times of crisis.
- Upon recommendation of the Treasurer, create and recommend the annual budget for approval by the entire board.
- Monitor and revise budget mid-year as needed prior to presenting to full Executive Board for discussion and vote.
- Address public health and safety concerns as they pertain to students, families and members.
- Select Crisis Response members (4) for Northern and Southern California and Nevada.
- Coordinate the response of said teams and provide additional support (financial or otherwise) as appropriate.

ADDITIONAL INFORMATION: Assume other responsibilities as directed by the Executive Board or Membership.

PROFESSIONAL DEVELOPMENT COMMITTEE CO-CHAIRS

LENGTH OF SERVICE: 3 YEARS

Appointed by Presidential Trio in consultation with current committee chair for Three-Year Term. Year One is Chair-Elect, Year Two is Chair, Year Three is Chair with appointed Chair-Elect.

REQUIREMENTS TO SERVE:

Must obtain written Supervisors' Approval and re-confirm organizational support annually.

Must complete Conflict of Interest Form to disclose potential conflicts annually.

Must complete Participation Agreement annually to acknowledge required meetings and responsibilities of the position.

Must attend 2-Day Board Retreat and 4 additional board meetings (September, December, February, Annual Conference) annually. Must submit committee reports prior to retreat and meetings.

Must be a voting WACAC Member.

OBJECTIVE/GOAL: To plan appropriate professional development events for the year.

RESPONSIBILITIES:

- Develop programs for the enhancement of professional and ethical college counseling at secondary and post-secondary levels to include but not limited to Share, Learn and Connect events, WACAC Wednesdays, District Directions, Leadership Development Institute and Summer Admissions Institute. These programs are considered Sub-Committees of Professional Development. The PD Chair(s) is/are Ex-Officio of all sub-committees. The current President is Ex Officio for the Professional Development Committee.
- Select Sub-Committee Chairs and report their names to the Secretary annually. All Sub-Committee Chairs and committee members they select must hold voting membership in WACAC. Sub-Committee Chairs must report committee members' names to the Secretary annually.
- Working in coordination with Sub-Committee Chairs to establish and maintain committee budgets for each Sub-Committee within established Fiscal Policy guidelines.
- Responsible for bringing contracts to Presidential Trio and for co-signing said contracts in conjunction with sitting President.
- Serve as a member of the Oversight Committee.
- Given the broad reach of the Professional Development Committee, it is recognized that the WACAC Membership may be served best utilizing a Co-Chair model where two individuals hold the position of Professional Development Chair and share responsibilities for its success.
- Responsible for appointing, in consultation with Presidential Trio, Chair-Elect at end of Second Year to serve as assistant during Year Three. Chair-Elect typically is selected from active members of the Committee and/or newly elected Delegates.

ADDITIONAL INFORMATION: Email address: wacacpd@wacac.org. Assume other responsibilities as directed by the President.

TRANSFER ADVOCACY COMMITTEE CHAIR

LENGTH OF SERVICE: 3 YEARS

Appointed by Presidential Trio in consultation with current committee chair for Three-Year Term. Year One is Chair-Elect, Year Two is Chair, Year Three is Chair with appointed Chair-Elect.

REQUIREMENTS TO SERVE:

Must obtain written Supervisors' Approval and re-confirm organizational support annually.

Must complete Conflict of Interest Form to disclose potential conflicts annually.

Must complete Participation Agreement annually to acknowledge required meetings and responsibilities of the position.

Must attend 2-Day Board Retreat and 4 additional board meetings (September, December, February, Annual Conference) annually. Must submit committee reports prior to retreat and meetings.

Must be a voting WACAC Member.

OBJECTIVE/GOAL: To address the needs of the Transfer Community in the transition from secondary to post-secondary education.

RESPONSIBILITIES:

- Work with the Chairs of all standing committees to provide professional development support for transfer students within California and Nevada and professional development for counselors on all levels who work with transfer students.
- Serve as liaison to organizations within California and Nevada that place major focus on serving transfer students and counselors.
- Establish and maintain committee budget within established Fiscal Policy guidelines.
- Select members of the committee and report their names to the Secretary annually. All committee members must hold voting membership in WACAC. The current President is Ex Officio.
- Responsible for appointing, in consultation with Presidential Trio, Chair-Elect at end of Second Year to serve as assistant during Year Three. Chair-Elect typically is selected from active members of the Committee and/or newly elected Delegates.

ADDITIONAL INFORMATION: Email address: wacactransfer@wacac.org. Assume other responsibilities as directed by the President.

Appointed Ad-Hoc Committee & Job Descriptions

AD-HOC COMMITTEE, 2023-2024:

Delegate (Term ends 6/24), Email address: wacacdelegate@wacac.org

LENGTH OF SERVICE: Two years with the potential for extension to a third year should circumstances warrant. No more than 3 Ad Hoc Committees during any given year.

REQUIREMENTS TO SERVE:

Must be a member of group they are representing.

Must obtain written Supervisors' Approval and re-confirm organizational support annually.

Must complete Conflict of Interest Form to disclose potential conflicts annually.

Must complete Participation Agreement annually to acknowledge required meetings and responsibilities of the position.

Must attend 2-Day Board Retreat and 4 additional board meetings (September, December, February, Annual Conference) annually. Must submit committee reports prior to retreat and meetings.

Must be a voting WACAC Member.

OBJECTIVE/GOAL: To represent the population served by the committee on the board and to highlight needs of said group.

RESPONSIBILITIES:

- Address specific goal/focus upon recommendation of the Oversight Committee and Executive Board.
- Provide timely updates about Ad Hoc work at each board meeting during the year.
- Serve as a liaison to other professional organizations within California and Nevada that provide synchronous work to the committee.
- Report annually to the Board the professional organizations in which we have formal and informal relationships as they relate to Ad Hoc committee work.
- Seek approval from the President and/or Board before entering into any formal agreements, MOU's or contracts with any organization on behalf of WACAC.
- In conjunction with Presidential Trio, invite representatives from other associations to attend Board Meetings.
- Establish and maintain committee budget within established Fiscal Policy guidelines.
- Select members of the committee and report their names to the Secretary annually. All committee members must hold voting membership in WACAC. The current President is Ex Officio.
- Responsible for recommending outcomes and potential extension of committee work at the end of the Second Year of service to the board.

ADDITIONAL INFORMATION: Assume other responsibilities as directed by the President.

Past Presidents' Council

PAST PRESIDENTS' COUNCIL

LENGTH OF SERVICE: Ongoing upon achieving the status of Past President emeritus.

REQUIREMENTS TO SERVE: Annual renewal of complimentary WACAC membership.

OBJECTIVE/GOAL: Council promotes continued involvement and experiences of past presidents to further strengthen the Association.

RESPONSIBILITIES:

- Administer the Annual WACAC Awards and the Barnhart Schultz and Elaine Berman-Gordon Chalmers Fund Scholarships.
- Represent the Association as requested by the President and/or Presidential Trio.
- Provide historical context for Association decisions and make recommendations to the current Executive Board.
- The Immediate Past President shall invite one member to attend each of the five annual board meetings.

ADDITIONAL INFORMATION: Assume other responsibilities as directed by the President.

Employee Job Descriptions

MANAGING DIRECTOR – EFFECTIVE 2.24.22

Reporting to the Presidential Team and members of the Executive Board of the Western Association for College Admission Counseling (WACAC), the **Managing Director** will contribute to the development of the organization's strategic goals and objectives through leadership and management of the daily operations of the WACAC Office. Critical to this position are strong working relationships with board members and the ability to communicate intentionally about the inner workings of the association to accomplish board goals, as well as the ability to make recommendations to the leadership about how to accomplish board goals. The Managing Director supports the President who is the chief spokesperson for the Association.

Specific responsibilities will include, but are not limited to the following:

In conjunction with the **President**, provide organizational management and support while working independently to ensure integration of projects and initiatives that reflect WACAC's mission statement and strategic goals. This includes planning of the Annual Retreat and Executive Board meetings, maintaining the Executive Board roster, acting as liaison with NACAC and providing guidance and historical perspective on critical issues.

In conjunction with the **President-Elect** and members of the Conference Committee, coordinate, plan and execute the Annual Conference. This includes site selection, management of registrations, determination of fee structure, scholarships, conference programming including print and web materials, pre-conference sessions and social activities.

In conjunction with the **Past President** and Governance and Nominations Committee, ensure that the bylaws are up-to-date and in compliance with NACAC, that the Policy and Procedures Manual accurately reflects chair job descriptions and duties, that voting and awards selection occur within the stated timeframes and that board members, both appointed and elected, reflect the current membership constituency of WACAC.

In conjunction with the **Treasurer**, manage and maintain records of the organization's finances with financial institutions, is responsible for payment of all bills of the association. Serves as an Ex-Officio member of the Strategic Oversight Committee and Investment Committee, acting as a liaison with the accounting/auditing firms and insurer, monitoring committee budgets and approving expenses, check requests and transmittals as outlined in Fiscal Policy, and transferring money between accounts as needed. This also includes being the main contact for all financial questions and working with the Treasurer to provide updates to the Executive Board and members about all budget related matters.

In conjunction with the **College Fair Chair**, consult on registration and procedural guidelines for college fair sites and college representatives. This includes fielding questions from parents, students and counselors attending WACAC fairs and referring NACAC-related questions to personnel in the national office.

In conjunction with the **Communications Chair**, help develop a communications plan to publicize committee activities and educate the membership. This includes significant maintenance and updating of the website, supervision of the Technology Coordinator to maximize use of the Memberclicks system and interaction with the website provider for such updates and additions. It is noted that the **Secretary** will assist with historical record retention/archiving.

In conjunction with the **Inclusion, Diversity, Equity and Access Chair**, assist with the ongoing need to include and incorporate the ideals of the IDEA committee into the fabric of the organization, the board, and its events.

In conjunction with the **Government Relations Chair**, coordinate the Annual Government Relations Conference and in-person lobbying efforts on behalf of the Association.

In conjunction with the **Membership Chair**, assist with membership management and development of processes to attract, vet and retain new and returning members to the association in coordination with NACAC best practices. This includes identifying potential growth areas in membership and needs of various constituents.

In conjunction with the **Professional Development Co-Chairs**, coordinate Share, Learn and Connects and other professional development activities including registration processes, deadlines and advise on fee structures.

In conjunction with other **Chairs** (Admissions Practices, Development, Nevada Interests, Inter-Association, Transfer Advocacy and Ad Hoc(s)), support initiatives undertaken by them and their committees.

In conjunction with the **Presidential Team**, supervise part-time staff members (currently the Technology Coordinator), including hiring, payroll and workload management. The Technology Coordinator reports directly to the Managing Director with support of the Presidential Team. This is to include annual reviews of the Technology Coordinator with a report to be given to the Presidential Team each year regarding salary and job performance.

Participate in bi-weekly calls with the **President** and the **Treasurer** as needed.

Participate in weekly calls (or more frequently as needed) with the **Technology Coordinator**.

Co-lead the standing quarterly **Strategic Oversight Committee Meetings** with the **President** and supported by the **Treasurer**.

Initiate and participate in standing presidential committee liaison calls or in-person meetings with the various **Committee Chairs**.

Attend Executive Board meetings, WACAC and NACAC Annual Conferences as a representative of the association.

Send official correspondence on behalf of the board and jointly with the board as appropriate; monitor email and direct email communications to appropriate board members to ensure that WACAC is represented in a highly professional manner.

Execute contracts for WACAC once **President** approves as needed (including event spaces, campus/school programs, college fairs, annual conference, etc.).

Act as a spokesperson for the association as directed by the board.

Other responsibilities as assigned by the President and/or Executive Board.

TECHNOLOGY COORDINATOR - Effective 7.1.2022

The WACAC Technology Coordinator must have excellent computer and analytical skills and comfort employing many different computer-based platforms. The coordinator is responsible for all facets of electronic event and membership registration to include the following:

1. Responsible for implementing Memberclicks module within constraints of WACAC Membership and events systems to include creating new registration forms, modifying, copying and updating existing forms. Memberclicks must be utilized to its fullest capabilities. Memberclicks current/planned usage includes (but not limited to): Membership, Share Learn and Connect Events, Fall Nevada College Fairs, WACAC Spring CA College Fairs, Government Relations conferences in California and Nevada, Summer Admission Institute, Giving Tuesday, WACAC Donations, Annual Conference, and Conference Sponsorships. Ensures that events are set up in advance on the back-end of Memberclicks by July 15th for upcoming fall events of the current calendar year & December 1st in the current calendar year for the upcoming spring events in the upcoming calendar year; contingent on committee members providing the necessary information. This will allow adequate time for volunteers and the Managing Director to run necessary tests, and suggest changes in a timely manner before their respective events.
2. Works in coordination with Membership Committee and Past President (Bylaws and Governance Chair) to confirm that Memberclicks membership event/system is within guidelines of WACAC Bylaws and in accordance with requirements from NACAC.
3. Be the primary point of contact with Memberclicks as one of the Authorized Service Administrators (ASAs).
4. Set up Administrative accounts, permissions, and groups in Memberclicks.
5. Meet with Committee Chairs to brainstorm events and create the registration site for each program. Calendar weekly "Office Hours" for work on various events.
6. Train Executive Board members, Committee Chairs, and other committee members on how to effectively use Memberclicks and run reports needed.
7. Responsible for monitoring registrations and problem solving as necessary to assist members and non-members joining WACAC and registering for events.
8. Coordinate the sending of event emails with Committee Chairs.
10. Works in coordination with Communications Committee to ensure branding of WACAC on Memberclicks modules mirrors that of the website.
12. Manage the WACAC Member Portal through Memberclicks.
13. Requires attendance at a Memberclicks conference for training no more than once per calendar year and any other training as needed as requested by the Managing Director and sitting President. WACAC agrees to pay travel costs (air, hotel, per diem, and registration if applicable) associated with attendance within the scope of the current Fiscal Policy. It is realized that the hotel will be based on single occupancy.
14. Requires attendance and staffing at the WACAC Annual Conference and Executive Board Meetings. Also, will be an active member of the Annual Conference planning committee.

15. Assist with NACAC Membership Meeting.
- 16.. Assist with A/V needs for WACAC Executive Board meetings.
- 17.. WACAC to pay stipend for cell phone usage.
- 18.. WACAC provides a laptop computer necessary to complete tasks.

Bylaws

The current Bylaws of the Western Association for College Admission Counseling (WACAC) may be found [here](#).

Forms

[Board Planning Document](#) *(including Participation and Conflict of Interest Forms)*

[Committee Chair Report](#)

Fiscal Policy

The Fiscal Policy Document is reviewed and updated annually by the Oversight Committee prior to the Summer Board Retreat.

WACAC maintains a fiscal year of July 1 - June 30.

The current Fiscal Policy Document may be found [here](#).

The Executive Board Cheat Sheet may be found [here](#).

The Committee Chair Cheat Sheet may be found [here](#).

Credit Card Holders Cheat Sheet may be found [here](#).

Technology Use Policies

Google

WACAC employees and volunteer Executive Board members agree to use Google Drive for all association files (ie documents, spreadsheets, powerpoints, etc.) and shall utilize the WACAC emails associated with **@wacac.org**. Each Committee Chair should contact the Managing Director if access is required. Chairs may set their own passwords and may forward their WACAC email to their personal/work account. However, they are encouraged to login to their WACAC account to respond.

All recovery information for said emails should be listed as wacacadmin@wacac.org and 818.541.9296 (WACAC Office).

WACAC maintains a Google Board Calendar found [here](#). The calendar also details Communication flow as determined by the Communications Chair and committee members.

ZOOM

Zoom is used to conduct Virtual Meetings, including but not limited to Executive Board and Oversight Committee meetings on behalf of the Association. Contact the Office for login credentials.

Hardware

WACAC shall provides its employees with a computer workstation as outlined in their most recent contracts. It shall be the intention of WACAC to refresh these workstations every 3-4 years. It shall be the responsibility of the employee to alert the current WACAC President when it is time for a refresh of technology.