



The Pennsylvania Association for  
College Admission Counseling

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## Responsibilities of Leadership

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## PACAC President's Council and Executive Committee

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The President's Council and Executive Committee of PACAC serve to advise the President and provide administrative leadership in developing and implementing Association policies, programs, and services.

Membership of the President's Council includes:

- President
- President-Elect
- Immediate Past President
- Treasurer
- Chair of the Finance and Budget Committee
- Director for Public Advocacy
- Director for Professional Development
- Director for Marketing and Communications
- PACAC Executive Assistant/Director (non-voting)

Membership of the Executive Committee includes:

- The President's Council
- Three At-Large Delegates to the Executive Committee
- All Standing Committee Chairpersons
- PACAC Executive Assistant/Director (non-voting)

Non-voting, advisory members of the Executive Committee:

- Treasurer-Elect
- Conference Planning Committee Chair-Elect
- Ad Hoc Committee Chair (if applicable)

All President's Council and Executive Committee members must be individual voting members or their institution's principal voting member of PACAC at the time they assume office and maintain this membership throughout their term. President's Council and Executive Committee Members are also expected to be NACAC voting members.

## General Responsibilities

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In carrying out their functions, members of the President's Council and Executive Committee are subject to two primary legal obligations: a duty of care and a duty of loyalty. The duties of care and loyalty are the common law terms for the standards that the law uses to gauge the legality of a governing member's acts or omissions. The duty of care calls upon each member of the President's Council and Executive Committee to participate in the decisions of the committee and to keep informed with respect to such decisions. The duty of loyalty requires all members to exercise their powers in the interest of PACAC, rather than in their own personal interest or the interest of another entity or person.

By assuming office, all members of the President's Council and Executive Committee acknowledge that with regard to any activity or opportunity, the best interest of PACAC must prevail over their individual interest. The President's Council and Executive Committee members shall not use their PACAC position for individual personal advantage. Before President's Council or Executive Committee members engage in a transaction which they should know may be of interest to PACAC, they must disclose the transaction to the Executive Committee in sufficient detail and give adequate time to enable the Executive Committee to act or decline with regard to such transaction. A corporate opportunity arises when a member knows that participating in a transaction would possibly fall within, or compete with, PACAC's present or future activities. The Member must affirmatively present the opportunity to the Executive Committee before participating in the transaction outside PACAC.

## Specific Responsibilities

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Each member of the PACAC President's Council and Executive Committee has these specific responsibilities:

- To participate fully in all meetings of the Executive Committee. There are normally two Executive Committee meetings each year, plus those called by the President as needed. All members of the Executive Committee are expected to attend all Executive Committee meetings. Excused absences are at the discretion of the President. Failure to meet this obligation may result in dismissal from the Executive Committee.
- Members of the President's Council, which is comprised of the Officers (President, President Elect, Immediate Past-President, Treasurer and Chair of Finance and Budget) along with the Director of Public Advocacy, the Director of Professional Development, the Director of Marketing and Communications, and the Executive Assistant/Director, meet twice a year in addition to attending the two Executive Committee Meetings.
- To serve as a voting member of the President's Council or Executive Committee (unless you hold a non-voting position as indicated in the descriptions) and as a voting member of PACAC
- To be a voting member of NACAC (with the exception of the Executive Assistant/Director)
- To become familiar with and uphold the *Bylaws of PACAC*
- To be aware of and review all leadership documents and guidelines in the Leadership Portal on the PACAC website
- To provide quarterly written progress reports as requested by the President and Executive Assistant/Director in advance of the Executive Committee meetings and the President's Council meetings, regardless of attendance at said meetings
- To prepare, if appropriate, well-documented budget proposals for submission to the PACAC Finance and Budget Committee for consideration in the Association's overall operating budget development
- To maintain an accurate accounting of expenditures, including receipts, for all PACAC programs and initiatives within their purview
- To ensure that all work on behalf of the Association promotes the goals identified in PACAC's Strategic Plan
- To compose any email messages to be sent to the PACAC membership that relates to your committee or programming
- To monitor assigned PACAC email account on a regular basis (if applicable)
- To encourage a culture of giving among PACAC members, led by the Executive Board

## Standing Committee Chairs – General Responsibilities

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### The general responsibilities for Standing Committee Chairs include:

- Encourage and solicit standing committee membership from the general membership
- Convene periodic meetings of the standing committee to facilitate the work of the Association as directed in the charge to the committee or as requested by the President
- Provide updates to the Executive Committee as directed by the President
- Provide periodic reports to the general membership as directed by the President
- Prepare standing committee budget requests, as directed by the President and the Chair of the Finance & Budget Committee, for consideration by the PACAC Finance & Budget Committee
- Approve and monitor all standing committee expenditures, in compliance with approved budget allocations
- Adhere to the PACAC fee structure policy, as stated in the Finance & Budget Policy Manual, whenever fee issues are related to standing committee activities or programming
- Maintain accurate documentation of all standing committee expenditures, including receipts
- Request payments and insurance documents in a timely manner as needed
- Regularly review and respond to the committee's email address
- Maintain accurate committee membership list and encourage all committee members to have current PACAC membership
- Communicate with the President, President-Elect, Immediate Past President, and Executive Assistant/Director regarding all committee meetings
- Communicate and coordinate with the Executive Assistant/Director for web updates, event registration, and Zoom meeting requests
- Provide training for the subsequent Committee Chair
- Select and train a back-up person that could take over or serve in the absence of the committee chair
- Promote diversity within the committee's membership
- Submit quarterly reports of committee progress prior to the Executive Committee and President's Council meetings
- Maintain PACAC and NACAC Membership
- Nurture, encourage, and train committee members to become leaders
- Identify future leaders within the Association
- Encourage a culture of giving to the Association
- Specific responsibilities as stated on the following pages

### The responsibilities of the Admission Practices Committee Chair include:

- Lead the Admission Practices Committee (see description page 30) in its charge to educate admission and counseling professionals and their institutions regarding the nature of ethical standards embraced by NACAC and PACAC as reflected in the Guide to Ethical Practice in College Admission.
- Promote awareness and help to educate PACAC members on NACAC’s Guide to Ethical Practice
- Promote adherence to ethical standards among member and non-member institutions
- Promote awareness among students and parents of ethical standards and rights and responsibilities associated with the college admission process
- Coordinate the Ethical Leadership Credential (ELC) program
- Assist in the preparation and presentation of professional development opportunities and materials for target constituencies
- Represent PACAC in discussions and presentations on admission practices, ethical concerns, and challenges faced by the membership
- Provide periodic articles for the PACER on trends or issues relating to admission practices
- Serve as liaison between PACAC and NACAC’s Admission Practices Committee
- Executive Committee duties as laid out on page 5 and standing committee chair duties as laid out on page 16

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### Estimated Time Commitment for the Admission Practices Committee Chair:

Executive Committee Member	5 days per year
NACAC Conference	4 days per year
PACAC Conference	3 days per year
Committee meetings	4 days per year
Planning and preparation	5 days per year