



National Association for Alternative Certification

*Advocating Educator Excellence for Every Student*

**STANDARD OPERATING PROCEDURES**

Adopted March 8, 2011

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## OVERVIEW AND BACKGROUND

### Mission Statement

The National Association for Alternative Certification (NAAC) is the professional organization that advocates for standards-driven nontraditional educator preparation leading to effective school staffing. NAAC reviews trends and issues to inform practices and policies relevant to recruitment, preparation, certification, support, assessment, and retention of high-performing educators.

### NAAC Purpose

- Provide opportunities for networking with like professionals
- Assist and place the best teachers possible in the classroom
- Conduct research
- Provide opportunities to share best practices
- Gain a national perspective in trends and issues in nontraditional preparation programs
- Inform practitioners and leaders in the field about standards-driven programs

### Organization Constituents

- Practitioners (persons who prepare educators in alternative certification programs)
- Institutions of higher education
- Intern teachers and students
- Other school personnel (principals, counselors, etc.)
- Program developers and policy makers
- Support persons in alternative certification programs (mentors)
- State agency personnel
- Corporate/business leaders

The standard operating procedures will outline various aspects of the board, the organization, and its functions. It will be revised by the Board of Directors as needed, with a majority of the board approving any revisions.

## BOARD OF DIRECTORS

The Board of Directors of NAAC takes an active role in the function and business of the organization. The *By-Laws* provide an overview of the members' and officers' duties and committee functions. The *Standard Operating Procedures* focus on a more extensive description of the duties and functions of each member, officer, and committee.

### Duties of Each Board Member

- Attend all Board meetings, both virtual and face-to-face, or notify the Executive Director or President of inability to attend.
- Chair or serve as board liaison on at least one Standing Committee each year.
- Attend the annual conference.
- Identify possible sponsors, donors, and contributors.
- Serve as “ambassador” for NAAC; develop full knowledge of NAAC philosophy, operations, and administration.
- Keep current on trends and emerging practices and needs of NAAC.
- Cover expenses of attending board meetings and annual conference (a request to utilize institutional funds is the responsibility of the board member).

### Duties of Elected Officers

#### President

- Set agendas and directs Executive Committee and Board of Directors meetings.
- Establish calendar and secure location for meetings and activities in collaboration with the Executive Director.
- Oversee compliance with parliamentary procedure, *By-Laws*, and *Standard Operating Procedures*.
- Serve as liaison between NAAC, affiliate member organizations, and representatives of partnership organizations.
- Oversee the budget.
- May co-sign any checks requiring a co-signature.
- Install new officers at the Annual Business Meeting and announce newly elected members of the Board of Directors.
- Appoint chairperson(s) for all Committees and serve as ex-officio member of all committees except the Nominating Committee.

#### President-Elect

- Fulfill all duties of the President in the absence of the President.
- Plan meeting agendas with the President.
- Serve as Chair of the Annual Conference and coordinate the activities of the conference planning committee.
- Independently review and evaluate presentation proposals to determine presentations selected for the annual conference.
- Assist with development and implementation of all committees and their activities.
- Work with the President in completing all reports.
- Maintain comprehensive files to pass on to subsequent President-Elect.

### Secretary

- Oversee recording, preparation, distribution and presentation for approval of minutes of all Executive Committee and Board of Directors' meetings.
- Preside over meetings in absence of the President and President-Elect.
- Serve as chair of the Membership Committee.

### Treasurer

- Review records of specific monies received and paid.
- Review, with the Executive Director, files of all receipted bills, bank statements, and evidence of financial transfers between accounts.
- Prepare proposed budgets, assisted by the Executive Director, to present at the Board of Directors' semi-annual meeting.
- Prepare, with the Executive Director, financial reports to present at all board meetings and to the membership at the annual business meeting.
- May co-sign checks, if required, for invoiced debits totaling more than \$500 after receipt of invoices from the Executive Director.
- May sign and distribute salary checks to the Executive Director.
- Provide oversight of the corporation's financial records, with statutory reporting, and tax returns and forms.
- Maintain comprehensive files to pass on to subsequent Treasurer.
- Serve as chair of the Financial Oversight Committee.

### Immediate Past President

- Support the new President and Executive Committee.
- Function as ex-officio member of Executive Committee.
- Advise the President and President-Elect on organizational history and procedures.
- Edit the annual report in conjunction with the President.

## REGIONAL DIRECTORS

The Regional Directors are a vital component of the operation of NAAC. They provide the key linkage between the Board of Directors and the State Representatives. Effective communication between the Regional Directors and the states in their regions is essential. There are five (5) regions that make up the NAAC.

**Region 1:** Alaska, Arizona, California, Colorado, Guam, Hawaii, Idaho, Montana, Nevada, New Mexico, Oregon, Utah, Washington, and Wyoming

**Region 2:** Illinois, Indiana, Iowa, Kansas, Michigan, Minnesota, Missouri, Nebraska, North Dakota, Ohio, South Dakota, and Wisconsin

**Region 3:** Arkansas, Louisiana, Oklahoma, and Texas

**Region 4:** Alabama, Florida, Georgia, Kentucky, Mississippi, North Carolina, South Carolina, Tennessee, Virginia, and West Virginia

**Region 5:** Connecticut, Delaware, Maine, Maryland, Massachusetts, New Hampshire, New Jersey, New York, Pennsylvania, Rhode Island, Vermont, and Washington, DC

### Election of Regional Directors

- Regional Directors are elected at the annual conference and begin their two-year term of office at that time.
- Regional Directors must hold current membership in NAAC.
- Nominations for regional directors must be made by current NAAC members of that region.
- A slate of nominees for open regional director seats will be presented to the membership at the annual regional meeting; nominations may also be taken from the floor.
- Only current NAAC members may vote in a regional election.
- If a Regional Director is unable to complete the two-year term, the President may appoint a Regional Director to serve until the next annual conference, at which time an election will be held for the position.

### Duties of Regional Directors

- Serve on the Board of Directors and attend all Board meetings and the Annual Conference. This includes approximately eight virtual meetings and two or more face-to-face board meetings.
- Establish rapport with and serve as a resource for State Representatives.
- Communicate to members in the region through the State Representatives, at a minimum of four times per year.
- Enlist new State Representatives as needed.
- Present recommendations of program activities to Executive Committee and to the full Board.
- Submit reports on regional activities to President and Executive Director.
- Write articles, if warranted, for newsletter about programs and special events.
- Help build membership within the region.
- Facilitate Regional Meetings at the annual conference.

- Encourage and support establishment of state affiliate organizations.
- Serve as a committee chair or liaison.

## **STATE REPRESENTATIVES**

NAAC State Representatives are volunteers who serve as a point of communication and advice to the Regional Directors, and their role is vital to the stability of NAAC. State Representatives may be self-nominated or nominated by the Regional Director; upon approval by the Board, they serve for up to three years.

### **Duties of State Representatives**

- Establish statewide communication with nontraditional teacher preparation programs and other stakeholders.
- Disseminate information about NAAC conferences and programs.
- Write articles and news items about programs and special events in their state for publication in the NAAC Newsletter and/or on the website.
- Encourage submission of conference proposals, journal articles, and scholarship nominations.
- Work with their regional directors and the membership committee to recruit new members.
- Report directly to the Regional Director and/or Executive Director.
- Attend the annual conference.
- Be actively involved in any state affiliate organization.

## STANDING COMMITTEES

Membership of committees shall be selected from the membership of the organization.

### Financial Oversight Committee

- The Financial Oversight Committee establishes and implements budgeting systems, recommends budget processes, and makes recommendations for improvement.
- The committee, in concert with the Treasurer and the Executive Director, quarterly reviews revenue and expenses relative to the adopted budgets.
- The committee reviews the proposed annual operating and conference budgets, as developed by the Executive Director, Treasurer, and President, prior to presentation and recommendation to the board for adoption.
- The committee reviews the annual budget report with the Treasurer prior to presentation to the membership at the annual business meeting.
- The committee is responsible for securing an audit or financial review every other year beginning with 2011.
- The Treasurer is the chair of the Financial Oversight Committee.

### Policy, Research, and Publications Committee

- The Policy, Research, and Publications Committee is led by co-chairs with one chair focusing on the policy component and the other chair focusing on the research and publications components.
- The committee assesses conditions and informs the membership and external stakeholders about local, state, regional, and national policy and practice that support innovative school staffing through nontraditional routes.
- The committee identifies policy and research issues that are important to members and nontraditional route programs and develops and implements a strategy for action by the organization and by individual members at local, state, regional, and national levels.
- The committee evaluates the impact of efforts to affect policy and practice at local, state, regional, and national levels.
- The committee implements a research agenda in order to develop and publish white papers, reports, position statements, research studies and findings, and other information on nontraditional educators and innovative routes to educator pathways. These publications include the *Journal of the National Association for Alternative Certification*.
- The managing editor of the *Journal* will serve as a member of this committee. (See also the publications section of this SOP.)
- This committee serves as the review committee for NAAC research grant proposals.

### Membership Committee

- The Membership Committee consists of the five Regional Directors and representation from State Representatives.
- The committee communicates to solicit the involvement of organization members.
- The committee organizes and leads an annual meeting of all state representatives.
- The committee establishes plans for securing and maintaining program memberships, using the State Representative networks, and increasing involvement from these programs.

- The committee works with the Executive Director to assure the accuracy and usability of the membership roster and to assure that all State Representatives and Regional Directors have current membership lists. Membership lists will be updated and forwarded to Regional Directors and the Secretary by the Executive Director.
- The committee advises the board on members' concerns and membership issues that should be addressed by the board and the organization.
- The Secretary is the chair of the Membership Committee.

### **Training and Professional Learning Committee**

- The Training and Professional Learning Committee collaborates with the board to plan and execute professional development training for non-traditional certification program leadership and staff.
- The committee assists in developing content for the annual conference, including the theme, strand, and conference objectives, as well as pre-conference professional development workshops.
- The committee solicits members to serve on the Ad Hoc Proposal Review Task Force and oversees the work to review and select presentation proposals for the annual conference.
- The committee develops and executes a plan for offering professional development experiences beyond those offered at the annual conference.

### **Local Planning Committee**

- The Local Planning Committee works with the President-Elect to plan and execute the annual conference.
- The Local Planning Committee arranges participation of local students, entertainers, and/or volunteers; assists in marketing and fund raising for the conference; and provides expertise and support in all aspects of the conference planning process.

### **Nominating and Elections Committee**

- The Nominating and Elections Committee oversees the annual elections of board members.
- The committee is chaired by a Regional Director.
- The committee sends an announcement to the membership enlisting nominations for open offices with a deadline to submit nominations no less than 60 days prior to the annual conference. (See *Bylaws* for complete list of election requirements.)
- The committee checks eligibility of all nominated individuals, prepares the ballot for the membership, assists with counting the ballots, shares the results with the Board, and announces election results to the membership at the annual business meeting.

### **Quality Indicator Committee**

- Membership on the Quality Indicators Committee varies according to the skills, knowledge, and experience required by the scope of work.
- The role of this committee is to provide leadership to the work and progress of developing, piloting, publishing, and implementing the National Quality Indicators for Nontraditional Teacher Preparation Programs.

## **TASK FORCES**

A task force meets as needed (to distinguish from committees that are ongoing). All task forces will have a board liaison appointed.

### **Scholarship Task Force**

- The Scholarship Task Force initiates communication through Regional Directors to solicit scholarship nominations and encourages participation from every state within a region.
- The task force reviews and revises guidelines and scoring rubrics for submissions and reviews the submissions in each of the five regions.
- The task force determines three awardees to receive scholarships at the next annual conference.

## **BUDGET AND FINANCES**

### **General Information and Bank Account Guidelines**

- All dues and conference registration fees are payable to NAAC.
- NAAC maintains an Operating Account and a Conference Account.
- All dues collected shall be deposited into the Operating Account.
- All conference registration fees shall be deposited into the Conference Account, and any dues paid as a part of conference registration shall be reimbursed to the Operating Account.
- At the beginning of the fiscal year (July 1), the funds from the Conference Account (with the exception of \$10,000) shall be transferred to the General Operating Account. This amount, along with what remains in the General Operating Account, becomes the budget amount for the fiscal year July 1-June 30.
- Organization funds must never be deposited into or invested in personal accounts.
- Checks written should be documented with an invoice, statement, or receipt.
- Complete financial reports shall be provided at each Board Meeting.
- All funds of the corporation shall be deposited by the Executive Director and/or Treasurer (*ByLaws*, Article X, Section 3).

### **Duties of the Executive Director (Note: this only relates to budget and finances; see Personnel section for a complete description of Executive Director Duties.)**

- Oversee the day-to-day financial operations of the organization including paying of all accounts approved in the budget.
- Maintain accurate records of all income and expenditures and reconcile all bank balances.
- Share financial information with the Treasurer.
- Submit the required IRS forms by the established deadlines.

### **Accounting Procedures and Practices**

- The Financial Oversight Committee (appointed by the President and Chaired by Treasurer) should present the annual budget to Board prior to the beginning of the fiscal year.
- Restricted funds (funds received or solicited to support specific program, i.e., funded grants) should only be used for purpose specified.
- The Executive Director writes check after invoices/contracts are approved.

### **Liability and Bonding**

- The NAAC organization shall be covered by liability insurance for all activities and events.
- The Executive Director and other organization officers who handle funds shall be bonded with a minimum coverage not less than \$75,000 or the amount of the maximum of income from dues and profits from the Annual Conference.

## **Travel Expense Reimbursement**

For all travel expenses approved for reimbursement by NAAC, the following procedures are to be followed:

- Complete the *Travel Expense Reimbursement Request* (available through the NAAC website) and include document verification of all expenses.
- Original receipts must be submitted for travel (submit mileage for driving), lodging, food (or per diem), and other allowable expenses to be specified.
- Submit the form and documentation to the Executive Director for review, approval, and check processing (the reimbursement check should be mailed within two weeks of receiving required documentation).
- A copy of the *Travel Expense Reimbursement Request* is found in Appendix A.

## **Time Sheets**

- The Administrative Assistant is required to submit a *Time Sheet* on the 15<sup>th</sup> and final day of each month.
- Each time sheet must be submitted with an invoice that includes period of service, total hours worked by day, tasks completed, and total amount due.
- A copy of the *Time Sheet* is found in Appendix B.

## **Process for Determining Dues**

- The Fiscal Oversight Committee periodically reviews the membership dues based on the growth and need of the organization.
- The committee is responsible for making recommendations to the Board of Directors if and when a change in the dues structure is warranted.
- Any change in the fee structure must be approved by the Board of Directors
- Categories of dues are regular membership, intern members, and associate membership (ex. officio).

## PUBLICATIONS

### Journal of the National Association for Alternative Certification

The *Journal of the National Association for Alternative Certification (JNAAC)* is published online through the Open Journal Systems (OJS). Manuscripts for submission should be submitted to the *JNAAC* website at the following URL: [www.jnaac.org/jnaac](http://www.jnaac.org/jnaac). All users of the OJS system are required to register for free. Authors should register as both "author and as a reader."

- Members and non-members of NAAC may submit manuscripts on issues related to alternative certification.
- The research manuscripts should focus on quantitative and/or qualitative research that has implications and applicability for practitioners and/or policy makers involved with alternative routes to certification.
- The featured article manuscripts should focus on issues related to policy, positions, and methodology.
- Manuscripts will be double blind peer reviewed.
- Submission must be accompanied with a statement of authenticity of authorship.
- No work submitted may be used in any way or at any time without author's permission or/and appropriate citations. Permission to reproduce any material in the *Journal* must be requested in writing from the managing editor.

### Editorial Board

The President, in collaboration with the Policy, Publications, and Research Committee, appoints an editor for the journal who solicits reviewers. The editorial board of the journal reviews and recommends the articles to be selected for publication.

### NAAC Newsletter

The NAAC Newsletter will be published as a service to NAAC members to inform members and the education community about NAAC activities, programs, and other news of interest. The Executive Director prepares the content of the Newsletter, with the exception of the President's column. The Newsletter will be published on the following schedule:

- Fall (September)
- Winter (December)
- Spring (March-April)
- Summer (May-June)

The newsletter will be transmitted to the membership electronically, as well as posted on the website. Newsletters will be archived on the NAAC website.

## STATE AFFILIATES

As of 2011, the National Association for Alternative Certification has affiliated with three state organizations:

- The Texas Alternative Certification Association (TACA)
- The California Teacher Corps
- The Louisiana Association for Alternative Certification (LAAC)

State organizations are independent 501(c)(3) organizations. Affiliation is delineated by a letter from NAAC to the state organization. State affiliate boards set their own dues structure and solicit members from throughout their states. Members of the state affiliates are encouraged, but not required, to join the National Association for Alternative Certification. To encourage membership in NAAC, dues paying members of a state affiliate organization are given a discount on NAAC dues (currently 50%). The discount is determined by the NAAC Board of Directors and may be changed by vote of the Board of Directors.

State affiliate organizations will provide the NAAC national office with a list of their active members at least once per year. NAAC will be entitled to use this contact list to promote NAAC membership, conferences, and activities.

The President of a state affiliate organization will serve as the NAAC State Representative for that state.

New state affiliate organizations may be initiated from time to time by representatives of nontraditional teacher preparation programs in a state. Steps to launching a state organization include the following:

1. Hold an organizing meeting with representatives of a broad cross section of state-approved nontraditional teacher preparation programs.
2. Seek approval of the NAAC board of directors for becoming a state affiliate.
3. Select charter members and members of the board of directors.
4. Develop bylaws and articles of incorporation.
5. Apply to the state for recognition as a non-profit organization.
6. Apply to the IRS for recognition as a 501(c)(3) organization.
7. Upon establishment as a incorporated 501(c)(3) organization, establish formal recognition by the NAAC board of directors.

## **WEBSITE**

It is the responsibility of the Executive Director to keep the website current at all times and to implement new applications and functions as needed.

- The website is a resource for NAAC members to access information about the organization, events, and other information of interest to the members.
- The Executive Director informs the Board when website changes are made and seeks input from the Board and membership about needed revisions.
- The Executive Director is responsible for developing a protocol for the website that maps content, access, and a schedule for updates.
- The Executive Director communicates to the board and membership about website updates as appropriate to encourage readership and participation among the members and external stakeholders.

## **SCHOLARSHIPS**

The National Association for Alternative Certification awards up to three scholarships to outstanding alternative certification interns to recognize their important work and encourage their participation in the NAAC Annual Conference: the Haberman Foundation Award, the NAAC Scholarship, and the Bill Smith Scholarship. Each scholarship recipient will receive a \$1,000 award, a complimentary registration to the annual conference with up to \$500 to offset travel expenses, and a complimentary one-year membership in NAAC. The NAAC Scholarship Task Force will determine the awardees each year.

### **Eligibility Requirements**

- Applicant must, at the time of the nomination, be an teacher candidate or teacher who has completed an alternative certification/licensure program within the last year of application.
- Applicant must be willing to present at the next NAAC Annual Conference where he/she will be provided 5-7 minutes to share intern experiences. The scholarship will only be granted to winners who agree to attend and present at the next annual conference.

### **Guidelines for Application**

- Current scholarship guidelines are available on the NAAC website. Each applicant must submit an application packet including the following items:
  - Completed application cover sheet.
  - Written statement of about two pages explaining 1) the applicant's reasons for entering the teaching profession at this time; 2) the reason the applicant chose a nontraditional route to teaching; and 3) the reason the applicant believes alternative certification or licensure is important and valuable.
  - Three letters of recommendation on letterhead, one each from the applicant's program director, his/her principal, and one other source. The letters should provide a strong and clear endorsement of the applicant's teaching skills.
  - Video presentation (in the required format) of no more than ten (10) minutes showing the teacher/intern interacting with students in a classroom setting. The presentation should include the beginning and ending of a lesson and should successfully portray the candidate's teaching skills, the students' level of engagement, and the learning environment. Other things may be included such as recommendations from the principal, comments regarding community involvement, or other scenes of action with students.
- Deadline for receipt of applications for the following year is June 15 with notification to winners on or before October 1 each year.

### **Selection of Scholarship Task Force and Process of Review**

- The NAAC Scholarship Task Force is appointed by the Task Force Chair from active members of the organization with representation from each of the five regions.
- The Executive Director reviews committee selection forms submitted by members and forwards to the task force chair a minimum of three names from each region to serve on the committee.

- The Scholarship Task Force Chair contacts at least one member from each region to serve.
- Task force members receive the application packets, scoring rubrics, and a timeline for submission of rubrics to the Chair.
- The Scholarship Task Force Chair receives tabulates graded rubrics and notifies the task force members of the top three applicants.
- The Executive Director receives the documents and notifies all applicants of the results.
- The Executive Director notifies the awardees' program directors, school superintendents, and principals.

## **RESEARCH GRANTS**

The National Association for Alternative Certification awards annual research grants through a competitive process. NAAC awards up to two grants of \$2,000 each for quantitative or qualitative research projects related to alternative certification. Award recipients present their research at the next NAAC annual conference and are invited to submit a manuscript to the *Journal of the National Association for Alternative Certification*.

The Policy, Research, and Publications Committee sets the deadline for submissions and oversees the research grant competition and review. The Executive Director provides staff support to the committee in implementing the review process and corresponds with grant recipients following selection of winners.

The submission deadline is April 1 each year beginning in 2011.

### **Eligibility Requirements**

- Applicants must be current members of NAAC.
- Applicants must agree to register for and attend the next NAAC Annual Conference to present the results of the research if awarded the grant. (A maximum of \$1,000 of grant funds may be allotted to offset the cost of attending the conference.)
- Applicants must agree to submit research findings to NAAC for publication in the *Journal of the National Association for Alternative Certification*.

### **Application Process**

Current grant application guidelines are available on the NAAC website. Each applicant must submit an application packet including the following items by April 1:

- Cover Sheet (downloadable Word document )
- Approval Authority (if applicable)
- A brief abstract of the proposal (not to exceed one-half page)
- A narrative description of the proposal (maximum length three pages) to include the
  - size and scope of the project
  - target population, number of people involved, and potential number impacted
  - goals and objectives
  - project emphasis area(s)
  - evaluation plan

- Vita of project leader(s) and a paragraph summarizing the qualifications of personnel specific to the project.
- A project budget with justifications for each item included. Funds requested must be clearly related to the goals and objectives of the proposal.

### **Submission Instructions**

- Email one electronic copy (Word document) to the NAAC Executive Director.
- Precisely follow specific guidelines found on the NAAC website relating the file name, style, formatting, and order of required documents.
- Fax the Approving Authority form (if required) with signature to the NAAC Executive Director.
- All submissions will be acknowledged by return email.

## PERSONNEL

### Evaluation

- The Executive Director will be evaluated annually by the President and the President-Elect.
- The evaluation summary will be presented to the Board of Directors during the annual summer meeting.
- The Board of Directors will discuss the evaluation and have final approval.
- If the evaluation of the Executive Director has any category rating of “marginal,” evidence of a formal communication advising the Executive Director of the deficiency must be in writing and made no later than 60 days following presentation of the formal evaluation to the Board. Formal communication must include a plan for improvement, mutually communicated to the Executive Director and the Board.

### Hiring Procedures

- In the event hiring of staff is required, the President will appoint an Ad Hoc Selection Committee.
- The position will be posted and advertised by conventional methods.
- The committee will review all application packets, narrow the pool to the top three to five candidates, interview those candidates, and make a final recommendation to the President and the Board.
- The Board makes the final hiring decisions for all positions.

### Duties of the Executive Director

- Advance the NAAC purpose and strategic priorities; provide leadership for daily and annual operations, functions, and communications and; provide guidance and support to the NAAC Board of Directors and membership in establishing strategy, policy, and research-based decisions.
- Articulate NAAC’s mission, vision and beliefs to members, stakeholders, clients, and constituencies through a strategic plan.
- Work with the Executive Committee to complete and accomplish the annual and long-term strategic plan and to implement success metrics, as developed and approved by the Board.
- Develop and implement two-way communication processes to encourage and engage the collective dialogue of the membership through Regional Directors, State Representatives, and committee chairs to determine appropriate action of NAAC related to research and policy issues.
- Provide quality client service to members and to individuals and external organizations that support the NAAC mission, vision, and goals
- Represents NAAC in the public and private policy, professional, and funding arenas.
- Represent NAAC to federal, state, and local legislators, educational leaders, practitioners, professional organizations, foundations, etc.
- Prepare and submit columns and articles for NAAC and other publications and media.
- Represent NAAC priorities to the state and national media and in other appropriate venues.

- Serve as the liaison between the NAAC Board, the NAAC Regional Directors, the NAAC State Representatives, and NAAC committees; assist these groups to accomplish and publicize their work.
- Provide support and assistance for the development and implementation of the Quality Indicators for Non-Traditional Certification Programs.
- Report to the President of the Board of Directors and support other board members in carrying out their duties.
- Work with the Executive Committee to determine issues to be addressed by the Board, as reflected in board minutes and/or as arise during the course of the organization's year.
- Takes roll at board meetings; records meeting proceedings, not to include discussions, and writes meeting minutes; and presents minutes to the Secretary prior to presentation to the Board for approval.
- Seek the Board's counsel on implementation, change, external factors, budget, membership, meetings, etc.
- Design and deliver internal information to Board members as related to operations, budget, needs, and successes.
- Create and prepare updates for the NAAC *Standard Operating Procedures Handbook* for Board approval; distribute the handbook to Board members and make it available to the general membership.
- Provide a summary of activities and recommendations when requested by the Board.
- Assist the Treasurer in developing and proposing the annual operating and conference budgets and preparing budget updates and financial reports for all Board meetings.
- Monitor actual operating and conference budgets and make appropriate recommendations regarding budget items and transactions.
- Provides leadership and direction to procure funding to help the Association achieve its purpose, goals, and objectives and to provide revenue for the annual conference.
- Facilitate a review of the financial records at least every two years as directed by the Board.
- Conduct the day-to-day operations of the organization.
- Assure monitoring and response to calls and emails.
- Implement recommendations from the Board's annual formal evaluation of the Executive Director.
- Assure maintenance of the Association's website to provide current, pertinent, and relevant information for membership and external clients including the regular posting of the organization newsletter (quarterly) and the organization's journal (bi-annually).
- Continually evaluate and improve the quality of processes and methods used to accomplish NAAC's purposes and goals; work with the Board to ensure that internal processes are in place for the association's leadership development, succession, and contingency planning within the association.
- Provide oversight and supervision for the annual conference planning, registration, and occurrence under the guidance of the Board, led by the President-Elect.
- Articulate need for and description of staff positions to the Board.
- Create budget items and justifications for staff positions; demonstrate where funds are available to acquire and sustain requested staff members.
- Work with the Executive Board to conduct activities to employ agreed-upon staff members.
- Supervise, manage, and evaluate staff.

- Create systems that promote teamwork, autonomy, and accountability to ensure work is performed effectively and efficiently.
- Ensure job descriptions are in place for all staff members and are followed for all staff positions.
- Develop staff-driven procedures for routine, but critical, tasks.
- Assure deadlines and timelines are met for all projects and routine activities.

### **Terms**

- The Executive Director is a salaried position; however, the Executive Director is expected to work a minimum of 20 hours weekly.
- Additional staff is paid hourly.
- The Board determines the compensation and work schedule of the Executive Director and other staff.

### **Staff Dismissal**

- Staff receiving more than two marginal ratings in two consecutive years may be subject to dismissal.
- In any single year, four marginal ratings may be grounds for dismissal.
- Responsibility for staff dismissal rests with the Board.

### **Salary Incentives**

Annually, the board will review the organization's budget to determine the feasibility of providing cost-of-living raises or bonuses.

## CONFERENCE PLANNING

The National Association for Alternative Certification shall host an annual conference each year.

### Planning Sequence

Select location; secure hotel contract	18 months prior	Board
Determine theme, strands, and pricing	12 months prior	Training/Prof. Learning Committee, President-Elect, Executive Director (submitted to Board for vote)
Publish Call for Proposals and exhibit information	10 months prior	Executive Director
Confirm major speakers	6 months prior	President-Elect
Confirm PD workshop presenters/descriptions	6 months prior	Training/Prof. Learning Committee
Invite Sponsors and Exhibitors	6 months prior	Executive Director
Write copy for brochure/postcard	8 months prior	Executive Director
Confirm Dine-a-Round locations	3 months prior	Local Planning Committee
Brochure to designer	7 months prior	Executive Director
Brochure to printer	6 months prior	Executive Director
Publish/mail brochure (online and in print)	6 months prior	Executive Director
Proposal deadline	6 months prior	President-Elect
Proposals distributed to review committee	5 months prior	President-Elect
Proposal review period timeline	5 months prior	President-Elect
Scheduling decision made	4 months prior	President-Elect
Notification of presenters	4 months prior	President-Elect, Executive Director
Early Registration Deadline	3 months prior	
Write and edit program book	2 months prior	President-Elect, Executive Director
Deadline for advertisers	2 months prior	
Confirm color guard, entertainment for receptions	2 months prior	Local Planning Committee
Final submission of all content for program book	1 month prior	President-Elect, Executive Director
Final review of program book	1 month prior	President, President-Elect, Executive Director
Regular Registration Deadline	3 weeks prior	
Program book to printer	2 weeks prior	Executive Director
Conference	Conference date	

### Regional Sequence/Hosting Conference

The Board of Directors determined that the annual conference would rotate throughout the United States based on regional locations—in numerical order. Beginning in 2013, the annual conference should be held in Region 1 and flow numerically as follows:

- 2011 – Region 2
- 2012 – Region 5
- 2013 – Region 1
- 2014 – Region 2
- 2015 – Region 3
- 2016 – Region 4
- 2017 – Region 5

The Board of Directors selects the specific location within the region. The Board will base its decision on economics, transportation, hotel accommodations, and climate.

## **AMENITIES (BOARD AND MEMBERSHIP)**

The organization will provide amenities to board members as follows:

- In the event of hospitalization or serious illness, members of the board will receive a card from NAAC.
- In the event of the death of a family member, members of the board will receive a card from NAAC.
- In the event of the death of a board member, a floral arrangement will be sent by NAAC.
- Upon leaving the board of directors at the completion of a term, board members will receive a gift from NAAC not to exceed \$25 in value.
- Upon leaving the board of directors at the completion of a term, the President will receive a gift from NAAC not to exceed \$100 in value.

NAAC Timesheet for [employee name], [timeperiod]

Date	NAAC General	Notes	Quality Indicators	Notes	Total Hours
1-Sep					0
2					0
3					0
4					0
5					0
6					0
7					0
8					0
9					0
10					0
11					0
12					0
13					0
14					0
15					0
16					0
17					0
18					0
19					0
20					0
21					0
22					0
23					0
24					0
25					0
26					0
27					0
28					0
29					0
30					0
31					0
Total	0		0		0

### TRAVEL EXPENSE REIMBURSEMENT REQUEST

Name							
Date	From Where to Where?	Why?	Airfare, Train, or other Common Carrier	Personal Auto Mileage	Lodging	Food, actual expense or per diem	Other Allowable Expenses (specify NO RECEIPT if there is no receipt)
				0			
PLEASE ATTACH ORIGINAL RECEIPTS FOR ALL EXPENSES				Total Miles			
Per Diem is	Subtotals:		\$ -	\$ -	\$ -	\$ -	\$ -
			<b>TOTAL REIMBURSEMENT REQUESTED: \$ -</b>				

I hereby certify that the above expenses were actually incurred by me as necessary traveling in the performance of my official duties; attendance at a conference or convention was directly related to official duties, and that this claim is true and correct.

SIGNATURE: \_\_\_\_\_

APPROVAL: \_\_\_\_\_

Home Address: \_\_\_\_\_

\_\_\_\_\_

Date:

**PERFORMANCE EVALUATION  
NON-EXEMPT**

Employee Name: \_\_\_\_\_ Job Title: \_\_\_\_\_  
Evaluator Name: \_\_\_\_\_ Performance Evaluation Period: \_\_\_\_\_  
Date of Appraisal: \_\_\_\_\_

**PURPOSE OF PERFORMANCE APPRAISALS**

The written performance appraisal is a formal assessment of the employee's job performance over a specified period of time based on performance expectations identified by the supervisor and shared with the employee. Informal performance assessment is an on-going aspect of effective supervision and communication and the written performance appraisal should not replace day to day supervision and communication.

**Key Responsibilities**

Did the employee fulfill the key responsibilities of the position for this evaluation period? Yes:  No:   
Please comment on the employee's performance.

COMMENTS:

**Supervisor:** Please rate the employee on each of the performance factors included on the second page of this form. Please check only one box for each factor. For any performance factor which does not apply to the employee's responsibility, please check "Not Applicable."

**Exceeds Expectations:** Assignments/responsibilities are completed beyond the level of expectation. Others recognize employee as being critical to the department's success. Employee requires little direction or supervision.

**Meets Expectations:** Employee's performance meets all essential job requirements. Accomplishments are in accordance with the standards of the position. Work regularly achieves desired or required outcome.

**Below Expectations:** Employee's performance requires some improvement to make full contribution to the department and job in order to meet the standards of the position.

**Not Applicable:** General performance category does not apply to position held by employee.

<b><u>PERFORMANCE FACTORS*</u></b>	<b>Commendable</b>	<b>Satisfactory</b>	<b>Marginal</b>
<b>Job Knowledge</b> Understands job duties and responsibilities as outlined in the job description.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Decision Making And Problem Solving</b> Demonstrates sound judgment in making decisions and solving problems. Gathers and analyzes relevant data and develops and implements workable solutions.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Work Quality/Productivity</b> Demonstrates accuracy and thoroughness. Meets position and organizational objectives. Identifies ways to improve and promote quality. Applies feedback to improve performance. Monitors own work to ensure quality	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Finances</b> Directs day-to-day financial matters in accordance with the Board-approved internal control structure, policies and procedures, federal and state requirements.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Operations</b> Maintains and controls the operations of the organization, assists in the development of organization goals and objectives, and implements short and long-range strategic plans in fulfillment of the organization's mission.			
<b>Dependability</b> Demonstrates dependability on the job and is responsive to the needs of the organization. Schedules time off in advance, begins work on time, and keeps absences within guidelines. Ensures work responsibilities are covered when absent. Arrives at meetings and appointments on time.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Communications</b> Demonstrates competence in expressing ideas verbally and in writing. Actively listens to suggestions and feedback from others and responds appropriately. Presents information clearly and concisely and is able to communicate effectively in all situations.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Public Relations</b> Maintains organization's website, prepares and submits columns and articles for NAAC and other publications/media	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>National Conference</b> Provides oversight and supervision for the annual conference planning, registration, and occurrence.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Quality Indicators</b> Provides support and assistance for the development and implementation of the Quality Indicators.			
<b>Interpersonal Relationships</b> Develops and maintains effective working relationships with colleagues, superiors and where appropriate, faculty, students and external constituents. Demonstrates a professional demeanor at all times. □	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Staff Supervision</b> Supervises, manages and evaluates staff members	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>OVERALL RATING</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

SUPERVISOR COMMENTS:

GOALS AND KEY RESPONSIBILITIES FOR NEXT YEAR :

AREAS OF IMPROVEMENT:

Supervisor Signature: \_\_\_\_\_ Date: \_\_\_\_\_

Employee Signature: \_\_\_\_\_ Date: \_\_\_\_\_

EMPLOYEE COMMENTS: