



The Pennsylvania Association for
College Admission Counseling

Responsibilities of Leadership

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PACAC President's Council and Executive Committee

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

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

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

The responsibilities of the President-Elect include:

- Attend all Executive Committee meetings and, in the absence of the President, preside at any official PACAC function
- Succeed to the office of the President in the event of an early vacancy in that office and then continuing to serve the normal term as President
- Serve as Ex-officio member of all PACAC committees except Governance & Nominating; attend select meetings to understand committee challenges, present issues, or priorities
- Serve as a member and advisor to the Conference Planning Committee
- Serve as a delegate to the NACAC Assembly
- Serve as a member of the Finance & Budget Committee
- Represent PACAC at the NACAC Leadership, Engagement, and Development program (LEAD), Affiliate Presidents Council Meetings, and other NACAC related events when appropriate
- Assist the President with the goals and objectives of PACAC
- Assist in development and implementation of professional development opportunities for the general membership and the Executive Committee
- Assure, in concert with the President and Immediate Past President, PACAC representation and involvement in other allied Associations
- Participate, as requested, in other state and regional conferences
- Serve the next term as President, the following year as Immediate Past President and Chair of the Governance and Nominating Committee
- Participate in the annual PACAC College Access Forum and any Legislative Action Days
- Coordinate training for new Executive Committee members at the annual PACAC conference
- Monitor the Association’s data collection in the Google Suite. Remind committee chairs to input data from their committee’s events and activities. Data should include membership information, event attendance, and other relevant information.
- Chair the Counselor Assistance Program (CAP) Grant Committee (see committee description p. 32)
- Assist the President in insuring the Executive Committee’s work is directed towards achieving the goals set forth in PACAC’s Strategic Plan
- Appoint Executive Committee members to fill open slots during the upcoming presidential year
- Executive Committee responsibilities as laid out on page five

Estimated Time Commitment for President-Elect:

Presidents Council / Executive Committee Member	7 days per year
NACAC Conference	5 days per year
PACAC Conference	3 days per year
Conference Planning Committee Meetings	4 days per year
PACAC College Access Forum / Legislative Action Day	2 days per year
NACAC LEAD, Affiliate Presidents Council Meetings	8 days per year
Planning and preparation	14 days per year

The responsibilities of the President include:

- Serve as chairperson and a voting member of the Executive Committee
- Present Executive Committee goals for the year
- Call and preside at the annual conference, any general membership meetings, Executive Committee and President’s Council meetings, and other PACAC functions whenever possible
- Conduct Executive Committee and President’s Council meetings in a manner that will assure the focus remains in the best interest of PACAC
- Prepare the agenda for Executive Committee, President’s Council, and general membership meetings with the Executive Assistant/Director
- Represent PACAC at the NACAC Leadership, Engagement, and Development program (LEAD) and NACAC Affiliate Presidents Council Meetings
- Participate in the annual PACAC College Access Forum / Legislative Action Day
- Appoint divisional directors for Public Advocacy, Marketing and Communications, and Professional Development and standing committee chairpersons as vacancies arise
- Appoint any committee deemed advisable to further the goals of the Association subject to approval of the Executive Committee
- Serve as Ex-officio member of all PACAC committees; attend select meetings to understand committee challenges, present issues or priorities
- To encourage a culture of giving, encourage an annual lead gift by PACAC leadership.
- Serve as a delegate to the NACAC Assembly
- Serve as a member of the Finance & Budget Committee and Counselor Assistance Program (CAP) Grant Committee
- Share with the Treasurer and Chairperson of the Finance & Budget Committee all financial responsibilities of the Association
- Serve as counsel to the Association on membership concerns
- Serve as official spokesperson for the Association, with the right to delegate this responsibility
- Work with the two most immediate Past Presidents, and At-Large PACAC Delegates to the Executive Committee, on the Governance & Nominating Committee
- Notify the Membership of any Bylaw amendments made by the Officers and At-Large Delegates due to imminent threats (see Amendments section of Bylaws) within two weeks of adoption. Schedule agenda item for next immediate General Membership meeting to allow for dialogue on said change
- Guide the work of the Executive Committee on the Strategic Plan
- Assume other appropriate responsibilities as directed by the membership or Executive Committee
- Mentor and guide the President-Elect to ensure a smooth transfer of leadership
- Serve next term as Immediate Past President and Chair of the Governance & Nominating Committee
- Executive Committee duties as laid out on page 5

Estimated Time Commitment for President:

Executive Committee Member	7 days per year
NACAC Conference	5 days per year
PACAC Conference	3 days per year
NACAC LEAD, Affiliate Presidents Council Meetings	8 days per year
Governance & Nominating Committee Meetings	1 day per year
Other Association committee meetings	9 days per year
Past Presidents’ Advisory Council Meetings	2 days per year
PACAC College Access Forum/ Legislative Action Day	2 days per year
Planning and preparation	14 days per year

The responsibilities of the Immediate Past President include:

- Support, assist, and act as general counsel to the President
- Serve as chief delegate to the NACAC Assembly and certify that all delegates and alternates to the NACAC Assembly are either individual members or principal representatives of institutional members of NACAC; provide training for the PACAC delegation
- Appoint delegates to the NACAC Assembly from the list of elected alternates as necessary
- Chair the PACAC Governance & Nominating Committee, which consists of the two most immediate Past Presidents, the President, the President-Elect, and the PACAC At-Large Delegates to the Executive Committee; select candidates for office and award recipients
- Represent PACAC at the NACAC Leadership, Engagement, and Development program (LEAD) / Affiliate Presidents Council Meetings
- Serve as chair of the Past Presidents’ Advisory Council which consists of the Presidential Stream and all former Past Presidents, both active and retired
- Serve as a member of the Finance & Budget Committee both during term as immediate past president and in following year
- Serve on the Counselor Assistance Program (CAP) Grant Committee
- Assist in the development and implementation of professional development opportunities for the general membership and Executive Committee
- Ensure, in cooperation with the President and President-Elect, PACAC representation and involvement in other allied Associations
- Certify that all members of the Executive Committee are voting members of PACAC and members of NACAC
- Assist the President in insuring the Executive Committee’s work is directed towards achieving the goals set forth in PACAC’s Strategic Plan
- Executive Committee duties as laid out on page 5

Estimated Time Commitment for Past President:

Executive Committee Member	7 days per year
NACAC Conference	5 days per year
PACAC Conference	3 days per year
NACAC LEAD, Affiliate Presidents Council Meetings	8 days per year
Governance & Nominating Committee Meetings	2 days per year
Planning and preparation	5 days per year
Past Presidents’ Advisory Council Meetings	2 days per year

The responsibilities of the Finance and Budget Committee Chair include:

- Lead the Finance and Budget Committee in its meetings and charge
- Develop the Association’s annual budget proposal based on requests received from officers, directors, and committee chairs
- Assist the Treasurer in monitoring the approved budget throughout the fiscal year
- Serve as an advisor to the Executive Committee on matters of investment strategy and fiscal policy
- Present the annual budget to the Executive Committee for approval; present the approved annual budget to the general membership
- Serve as principal reviewer to assess the fiscal impact of revenue enhancement proposals received by members and outside vendors
- Facilitate periodic review of the PACAC Finance and Budget Manual and recommend changes as appropriate
- Assess the feasibility of contingency expenditures not included in the annual budget and make recommendations to the Executive Committee
- Monitor the activity of the NACAC Finance and Budget Committee and model appropriate policies and procedures
- Serve as “Director” to the College Fair Chair
- Serve on the Counselor Assistance Program (CAP) Grant Committee
- Monitor the Association’s insurance needs and coverage
- Oversee PACAC’s insurance policy and facilitate the periodic review of coverage
- Oversee the preparation of PACAC’s tax forms and audit materials
- Secure mandatory bonding for all officers and the Association’s Executive Assistant/Director
- Serve as a delegate to the NACAC Assembly
- Serve as liaison to the Association’s financial advisor and arrange transfer of moneys for endowment fund and CAP grants
- Act as second signatory on checks \$3000 and over
- Coordinate College Fairs Committee
- Executive Committee duties as laid out on page 5

Estimated Time Commitment for Chair, Finance and Budget:

Executive Committee Member	7 days per year
NACAC Conference	4 days per year
PACAC Conference	3 days per year
Finance and Budget Committee Meetings	4 days per year
College Fairs Committee Meetings	2 days per year
Planning and preparation	16 days per year

The responsibilities of the PACAC Treasurer include:

- Manage bill payment for PACAC and maintain oversight of the Association’s budget and spending
- Share with the President and Chair of the Finance and Budget Committee all financial responsibilities of the Association
- Manage all fiscal accounts and investment portfolios including the transferring of funds when necessary
- Maintain proper fiscal accounting records; report quarterly to the Executive Committee and semi-annually to the general membership on the financial status of the Association
- Serve as a member of the PACAC Finance and Budget Committee
- Serve on the Counselor Assistance Program (CAP) Grant Committee
- Maintain and annually update the Treasurer’s Training Manual
- Progress to the position of Chair of the Finance and Budget Committee for a subsequent one-year term
- Serve as a delegate to the NACAC Assembly
- Primary signatory for PACAC checking account
- Approves Account Payable Voucher (APV) and Credit Card Receipt Vouchers
- Responsible for oversight of ‘pacacpay’ email account
- Approve payroll for Executive Assistant/Director
- Work with bookkeeper to ensure income/expenses are attributed to appropriate budget line items
- Train the Treasurer-Elect
- Executive Committee duties as laid out on page 5

Estimated Time Commitment for Treasurer:

Executive Committee Member	7 days per year
NACAC Conference	4 days per year
PACAC Conference	3 days per year
Finance and Budget Committee Meetings	4 days per year
Planning and preparation	16 days per year

The responsibilities of the PACAC Treasurer-Elect include:

- Work with the Chair of Finance and Budget on preparing the PACAC budget
- Work with the Executive Assistant/Director in preparing Operating Expenses and NACAC budgets
- Review, with the treasurer, the monthly budget reports and investment statements
- Present the treasurer report in the absence of the treasurer
- Serve on the Counselor Assistance Program (CAP) Grant Committee and help document funding
- Serve on the Scholarship Review Committee
- Monitor sponsorships and advertising opportunities in conjunction with the Conference Planning Chair as well as other possibilities for the Association outside of the Annual Conference
- Partner with committee chairs or their delegates to maintain and update advertising and sponsorship prospectus documents
- Progress to the position of Treasurer for one year, followed by the position of Chair of Finance and Budget for one year
- Special projects as assigned by Finance & Budget Chair
- Executive Committee duties as laid out on page 5

Estimated Time Commitment for Treasurer-Elect:

Executive Committee Member	5 days per year
PACAC Conference	3 days per year
Finance and Budget Committee Meetings	4 days per year
Planning and preparation	8-12 days per year

The responsibilities of the At-Large Delegate to the PACAC Executive Committee include:

- Serve on the PACAC Governance & Nominating Committee
- Identify general membership concerns
- Lead or serve on any ad hoc committee designated by the President to address identified concerns; provide updates to the Executive Committee
- If a Bylaw amendment is urgently needed due to imminent threat (see Bylaws section on Amendments), discuss and vote on said amendment along with the PACAC Officers
- Serve voluntarily on a standing committee of choice
- Serve as alternate delegate to the NACAC Assembly
- Maintain regular communication with President
- Executive Committee duties as laid out on page 5

Estimated Time Commitment for an At-Large Delegate to the PACAC Executive Committee:

Executive Committee Member	5 days per year
NACAC Conference	4 days per year
PACAC Conference	3 days per year
Governance and Nominating Committee	1 day per year
Standing committee meetings	4 days per year
Planning and preparation	3 days per year

The responsibilities of the Director of Public Advocacy include:

- Oversee the Inclusion, Access, and Success, Government Relations, and Admission Practices standing committees as they advance three components of the Association’s advocacy mission: awareness of PACAC’s mission and purpose; development and support of programs developed by its component committees; and outreach efforts to all constituent groups
- Serve as the coordinator of PSCAN: PACAC’s Statewide College Access Network (see description page 31) and facilitate quarterly meetings with access organizations across the Commonwealth
- Work with the committees in strategically planning and implementing programmatic efforts that address the above noted areas of advocacy
- Assist in expanding PACAC’s visibility among constituent groups, local media, elected officials, and similar/related state organizations
- Educate the general membership about the Association’s advocacy mission and actively develop future committee leaders
- Provide support for outreach programs by analyzing constituent needs, determining efficient uses of financial resources, and encouraging collaboration with other PACAC standing committees.
- Serve as a delegate to the NACAC Assembly
- Executive Committee duties as laid out on page 5

Estimated Time Commitment for the Director of Public Advocacy:

Executive Committee Member	7 days per year
NACAC Conference	4 days per year
PACAC Conference	3 days per year
Inclusion, Access, and Success Committee meetings	2 days per year
Government Relations Committee meetings	2 days per year
Camp College	3-6 days per year
Planning and preparation	6 days per year

The responsibilities of the Director of Marketing and Communications include:

- Oversee the Communications Committee, the Membership Committee, and the Secondary School Counseling Committee as they advance three components of the Association’s mission: awareness of PACAC’s mission and purpose; development and support of programs developed by its component committees; outreach efforts to all constituent groups
- Work with the committees in strategically planning and implementing programmatic efforts that address areas of communication, technology, and marketing
- Work with the Membership Committee and Secondary School Counseling Committee to bolster numbers and participation
- Maintain branding guidelines for PACAC that can be used by all committees in order to create consistency in image and message
- Maintain the communications policy for both PACAC members and external audiences who seek to promote their information through PACAC
- Develop and put into practice a marketing outreach plan to further educate the community about the mission of PACAC
- Explore new and innovative ways to deliver information to members of the organization as well as community members and government leaders; including but not limited to maintaining the look of the organization’s homepage with web banners
- Manage or delegate the collection of impact stories from those benefiting from donor support initiatives, like CAP grant recipients, for the use of fostering a culture of giving in the Association
- Nurture, encourage, and train committee members to become leaders
- Identify, through programming, future leaders within the Association
- Increase membership levels, especially in underrepresented constituencies
- Manage or delegate all PACAC Social Media platforms
- Serve as a delegate to the NACAC Assembly
- Organize PACAC Day and/or other like events
- Executive Committee duties as laid out on page 5

Estimated Time Commitment for the Director of Marketing and Communications:

Executive Committee Member	7 days per year
NACAC Conference	4 days per year
PACAC Conference	3 days per year
Communications Committee meetings	4 days per year
Secondary School Counselor Committee meetings	3 days per year
Membership Meetings/Events	4 days per year
Planning and preparation	6-10 days per year

The responsibilities for the Director of Professional Development include:

- Oversee the Conference Planning Committee and the Professional Development Committee as they advance three components of the Association’s mission: Awareness of PACAC’s mission and purpose; development and support of programs developed by its component committees; outreach efforts to all constituent groups
- Work with the committees in strategically planning and implementing programmatic efforts that address areas of professional development
- Assist in expanding professional growth among members of PACAC as well as enhancing and promoting our profession outside of PACAC
- Work closely to support and assist the Conference Planning Committee in implementation of their goals
- Provide support for all professional development programs, analyze needs for future professional development and will collaborate with other PACAC standing committees
- Work with all PACAC committees that include professional development events as a part of their programming
- Prepare the ACT 48 reaccreditation application when it is due every three years
- Monitor and ensure that PACAC is meeting the requirements of the ACT 48 accreditation (seven years of data on all professional development events; presenter information, evaluations and feedback for each event)
- Serve as a delegate to the NACAC Assembly
- Executive Committee duties as laid out on page 5

Estimated Time Commitment for the Director of Professional Development:

Executive Committee Member	9 days per year
NACAC Conference	4 days per year
PACAC Conference	3 days per year
Conference Planning Committee meetings	4 days per year
Professional Development Committee meetings	3 days per year
ACT 48 Reaccreditation Process and Monitoring	3 days per year
Planning and preparation	5 days per year

Standing Committee Chairs – General Responsibilities

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
- 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
- Serve as a delegate to the NACAC Assembly
- Executive Committee duties as laid out on page 5 and standing committee chair duties as laid out on page 16

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

The responsibilities of the College Fairs Committee Chair include:

- Lead the College Fairs Committee (see description page 29) in its charge to assist high schools and colleges in Pennsylvania, by combining efforts and resources within geographic regions, to host PACAC-sponsored college fairs
- Oversee National College Fairs Committees for Pittsburgh and Philadelphia in relation to PACAC budget
- Coordinate and plan all virtual college fair programming with the assistance of the Officers and College Fair Committee
- Maintain close working relationship with college fair vendor to make sure programs are set up correctly; exhibitors have what they need; and data collection is happening
- Collect and maintain college fair data in the Google Suite
- Assist college admission and high school counseling personnel within regions to promote, organize, and coordinate college fairs to avoid duplication of effort
- Delegate coordinators for individual college fairs
- Organize subcommittees to support existing regional fairs and to explore new sites: PA College Fair List Subcommittee, Exhibitor/Vendor Subcommittee, Advertising Subcommittee
- Coordinate registration and confirmation for regional college fairs
- Provide financial guidance and training to regional college fair chairs and carefully monitor both revenue and expenses for the committee
- Review and approve all accounts payable vouchers before submission to Treasurer for payment
- Update and maintain College Fair Chair Training Manual
- Conduct a College Fair Coordinator Training Workshop
- Host three College Fair Committee meetings
- Participate in conference calls as needed for College Fair Coordinators
- Work with Executive Assistant/Director to update and maintain College Fairs Webpage
- Work with Executive Assistant/Director to set up college fair registration, pull lists, and send to coordinators
- Serve as alternate delegate to the NACAC Assembly
- Executive Committee duties as laid out on page 5 and standing committee chair duties as laid out on page 16

Estimated Time Commitment for the College Fairs Committee Chair:

Executive Committee Member	5 days per year
NACAC Conference	4 days per year
PACAC Conference	3 days per year
Committee meetings/conference calls	3 days per year
College Fairs	3-15 days per year
Planning and preparation	5-10 days per year

The responsibilities of the Communications Committee Chair include:

- Lead the Communications Committee (see description page 29) in defining and promoting PACAC as the statewide leader in post-secondary education counseling of various constituencies, including higher education institutions, secondary institutions, and media outlets
- Oversee the timely production and distribution of the PACER and any other PACAC publications and marketing initiatives
- Oversee PACAC’s social media presence and regularly review (and update) policies
- Engage in relevant activities to promote PACAC’s positive image
- Connect with other PACAC Committees for pertinent information updates for membership
- Encourage a culture of giving in the Association by featuring regular ‘impact stories’ from those benefiting from donor supported initiatives, like CAP grant recipients, in the Pacer and related social media
- Serve as alternate delegate to the NACAC Assembly
- Executive Committee duties as laid out on page 5 and standing committee chair duties as laid out on page 16

Estimated Time Commitment for the Communications Committee Chair:

Executive Committee Member	5 days per year
NACAC Conference	4 days per year
PACAC Conference	3 days per year
PACER production/committee meetings	4 days per year
Planning and preparation	6-10 days per year

The responsibilities of the Conference Planning Committee Chair include:

- Lead the Conference Planning Committee (see description page 29) in its charge to design, plan, and execute the annual conference for the Association, including conference theme, goals and professional content, speakers, workshops/sessions, and evaluation tools; coordinating local programs around the conference with appropriate standing committees
- Work with President’s Council to oversee the acquisition of conference sites and develop projected calendar of dates and places for the conference to maximize attendance and cost-effectiveness
- Establish and oversee conference planning subcommittees charged with specific areas including but not limited to hospitality, publicity, registration, exhibitors, sessions, raffles, on-site coordinators, pre-conference activities, evaluations, etc.
- Oversee both the revenue and expenses associated with the conference in conjunction with the Treasurer
- Oversee subcommittees to ensure a successful conference
- Work with officers/director to identify theme and keynote speaker
- Work with committee to choose quality sessions for attendees
- Work with Executive Assistant/Director to update website and launch conference registration forms
- If an in-person conference is deemed unfeasible, work with the Officers, CPC committee, and a vendor to plan a virtual conference instead
- Serve one year as Conference Planning Chair-Elect and one year as Immediate Past Chair
- Serve as alternate delegate to the NACAC Assembly
- Executive Committee duties as laid out on page 5 and standing committee chair duties as laid out on page 16

Estimated Time Commitment for the Conference Planning Committee Chair:

Executive Committee Member	5 days per year
NACAC Conference	4 days per year
PACAC Conference	5 days per year
Committee meetings	6 days per year
Subcommittee meetings	2 days per year
Planning and preparation	8-15 days per year

The responsibilities of the Conference Planning Chair Elect include:

- Non-voting member of Executive Committee
- Support the Conference Planning Committee and Conference Planning Chair in its charge to design, plan and execute the annual conference for the Association
- Assist with the contracting of conference sites and planning conference dates to maximize attendance and cost-effectiveness
- Oversee conference planning subcommittees as assigned by the Conference Planning Chair
- Work with all conference subcommittees and printer to organize conference booklet
- If an in-person conference is deemed unfeasible, work with the CPC chair, CPC committee, and a vendor to plan a virtual conference instead
- Serve one year as Conference Planning Chair and one year as Immediate Past Chair
- Serve as a member of the Finance and Budget Committee
- Serve as a member of the Counselor Assistance Program (CAP) Grant Committee
- Executive Committee duties as laid out on page 5

Estimated Time Commitment for the Conference Planning Committee Chair-Elect:

Executive Committee Member	5 days per year
NACAC Conference	4 days per year
PACAC Conference	5 days per year
Committee meetings	6 days per year
Subcommittee meetings	2 days per year
Planning and preparation	6-8 days per year

The responsibilities of the Government Relations Committee Chair include:

- Lead the Government Relations Committee (see description pages 29-30) in its charge to be a catalyst, heightening awareness and sensitivity to federal, state, and local educational issues
- Promote PACAC, via public policy efforts, as the premier source of information in the state on issues related to college access and transition.
- Develop relationships with other educational agencies (e.g. PHEAA, College Board, AICUP, etc.) and government officials and establish a vehicle to maintain open communication among those involved in and affected by educationally related legislation
- Coordinate the Advocacy Leadership Credential (ALC) program
- Be an active part of PSCAN (PACAC’s Statewide College Access Network)
- Serve as liaison to NACAC’s Government Relations Committee
- Represent PACAC as a Delegate to the NACAC Assembly
- Promote participation in NACAC’s Legislative Action Center
- Attend the NACAC Legislative Conference and represent PACAC and its constituencies when meeting with legislators and aides
- Work with PACAC’s leadership to formulate the Association’s view/position on legislative issues
- Coordinate and lead an annual PACAC College Access Forum/Legislative Action Day
- Inform and educate the membership on important legislative issues at the local, state and federal levels
- Serve as alternate delegate to the NACAC Assembly
- Executive Committee duties as laid out on page 5 and standing committee chair duties as laid out on page 16

Estimated Time Commitment for the Government Relations Committee Chair:

Executive Committee Member	5 days per year
NACAC Conference	4 days per year
PACAC Conference	3 days per year
Committee meetings	3 days per year
College Access Forum / Legislative Action Day	2 days per year
Planning and preparation	4 days per year

The responsibilities of the Inclusion, Access and Success Committee Chair include:

- Lead the Inclusion, Access and Success Committee (see description page 30) in its charge to be a catalyst, heightening awareness and sensitivity to the issues of culture, race, human rights, religion, persons with disabilities, gender, age, sexual preference and other differences and infusing the following values in all PACAC endeavors: respect, education and communication, access and equity, inclusiveness and engendering a sense of community
- Promote the integration of the IAS mission into all aspects of the Association and serve as the advocate for inclusivity
- Develop and promote programs that foster and ensure a supportive environment for students and professionals including but not limited to Camp College
- Promote awareness of changing demographics and the implications for the counseling community and the students it serves
- Serve as a liaison to the NACAC and other affiliate IAS Committees
- Assist the Association in developing recommendations that assist in the expansion of equal access to postsecondary educational opportunities
- Coordinate programs and workshops that foster an appreciation of diversity and an understanding of human relations issues
- Work with the Public Advocacy director and Government Relations committee in planning events such as the College Access Forum
- Serve as alternate delegate to the NACAC Assembly
- Executive Committee duties as laid out on page 5 and standing committee chair duties as laid out on page 16

Estimated Time Commitment for the Inclusion, Access and Success 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
College Access Forum / Legislative Action Day	2 days per year
Planning and preparation	7 days per year
Camp College	3-6 days per year

The responsibilities of the Membership Committee Chair include:

- Lead the Membership Committee (see description page 30) in its charge to retain current members while increasing the overall membership through a variety of targeted activities
- Coordinate and implement membership drives/events
- Facilitate communication with member institutions and individuals concerning their membership status
- Maintain, in concert with the Executive Assistant/Director, a current demographic membership data base
- Work effectively with the Executive Committee to promote the advantages of being a member
- Proactively seek opportunities to promote the benefits of membership
- Serve as liaison to NACAC’s Membership Services and promote NACAC membership
- Ensure compliance with NACAC membership categories
- Pull membership numbers by category for quarterly reports and all other Executive Committee and General Membership meetings
- Organize new member mailing with Executive Assistance and committee
- Work with the Executive Assistant/Director to communicate membership renewal reminders
- Connect new members to respective committee chairs of their interest
- Oversee PACAC Scholarship and scholarship review committee
- Serve as a delegate to the NACAC Assembly
- Executive Committee duties as laid out on page 5 and standing committee chair duties as laid out on page 16

Estimated Time Commitment for the Membership 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

The responsibilities of the Professional Development Committee Chair/Co-Chairs include:

- Lead the Professional Development Committee (see description page 30) in its charge to determine and address the educational needs of those serving students and their families in transition to postsecondary education
- Provide training and professional education opportunities that are in concert with NACAC’s Statement on Counselor Competencies, and cultivating participation in professional development among all who serve students and families
- Evaluate and review professional education programs for content, quality, and appropriateness to those involved with the college counseling and admission process
- Develop and implement professional development opportunities, especially for those who may encounter difficulty in accessing such activities
- Coordinate with other standing committees to deliver professional development programs and services
- Explore new and innovative ways to deliver professional development products, programs, and services
- Work with program coordinators to maintain evaluations for each event
- Provide Certificates of Completion for program participants
- Provide information to program attendees on steps to receive ACT 48 Credit
- Promote PACAC as an ACT 48 accredited provider in all program announcements
- Oversee the Summer Institute, one of PACAC’s longest running professional development programs
- Supervise coordinators as they implement programs, including online programming
- Serve as alternate delegate to the NACAC Assembly
- Executive Committee duties as laid out on page 5 and standing committee chair duties as laid out on page 16

Estimated Time Commitment for the Professional Development Committee Chair:

Executive Committee Member	5 days per year
NACAC Conference	4 days per year
PACAC Conference	3 days per year
Committee meetings	3 days per year
Workshops and programs	10 days per year
Planning and preparation	5 days per year

The responsibilities of the Secondary School Counseling Committee Chair include:

- Lead the Secondary School Counseling Committee (see description page 30) to ensure the Association is best serving Secondary School members
- Work with the Membership Committee to recruit additional secondary school members
- Maintain a strong working relationship with the Pennsylvania School Counselors Association (PSCA) to support their work and programing
- Act as liaison for PSCA to the Executive Board and PACAC membership
- Facilitate communication with secondary school counseling graduate programs throughout the Commonwealth to promote college and career counseling preparation
- Proactively seek opportunities to promote the benefits of membership
- Maintain relationships with regional counselor associations
- Coordinate events such as the Counselor Tour
- Serve as alternate delegate to the NACAC Assembly
- Executive Committee duties as laid out on page 5 and standing committee chair duties as laid out on page 16

Estimated Time Commitment for the Secondary School Counseling 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
PSCA Conference	2 days per year
Planning and preparation	5-8 days per year

The responsibilities of the Ad hoc Committee Chair include:

- In consultation with PACAC President, create annual goals that seek to address unmet needs of the Association that lead to the formation of the ad hoc committee
- In consultation with PACAC President, invite a diverse group of individuals from the general membership to serve on the committee, keeping in mind the ad hoc goals and expertise needed
- Convene periodic meetings of the ad hoc committee to facilitate work towards the previously identified goals
- Be prepared to make recommendations to Presidential Stream regarding progress towards goals and whether or not to continue the ad hoc for another year
- If ad hoc is completed, make recommendations regarding any unfinished or ongoing work that will need to be handed off to other committees within PACAC
- Provide progress reports to the Executive Committee as directed by the President
- Provide periodic reports to the general membership as directed by the President
- If needed, prepare budget request for subsequent year of the ad hoc committee
- Approve and monitor all ad hoc committee expenditures, in compliance with approved budget allocations
- Maintain accurate documentation of all ad hoc committee expenditures, including receipts
- Communicate with the Presidential Stream and Executive Assistant/Director regarding all committee meetings
- Maintain PACAC and NACAC memberships

Estimated Time Commitment for the Ad Hoc Committee Chair:

Executive Committee Meetings	5 days per year
Ad Hoc Meetings	4 days per year
PACAC Conference	3 days per year

The responsibilities of the Executive Assistant include:

- Serve as an ex-officio member of the Executive Committee and complete minutes for all Executive Committee and President's Council meetings
- Serve as ex-officio member of the Finance & Budget Committee and complete minutes for all meetings
- Serve as an ex-officio member of all PACAC standing committees; attend select meetings to understand committee challenges or to present issues/priorities
- Assist the Treasurer in the distribution of monthly financial statements and the reporting of the Association's finances
- Assist the Finance & Budget Chair in preparation of the Association Budget
- Assist Executive Committee members with the goals and objectives of PACAC
- Collect and distribute quarterly reports for all members of the Executive Committee
- Assist the President in planning the Executive Committee/President's Council meetings and retreat
- Assist the President-Elect with planning CAP Grant calls
- Assist the Immediate Past President with the work associated with the Governance and Nominating Committee and Past President Advisory Council meetings
- Assist Presidential Stream with annual NACAC audit
- Maintain the PACAC Office and provide quality service to its members
- Answer PACAC phone, fax and email addresses
- Manage the PACAC membership database and fulfill role as webmaster
- Monitor accounts receivables for the Association and work with third party bookkeeper
- Receive and deposit all revenues for the Association
- Assist the Conference Planning Committee by coordinating efforts with the registration sub-committee
- Assist the College Fairs Committee with registrations
- Assist Membership Committee with recordkeeping and renewals
- Assist Government Relations Committee with College Access Forum and registration for such event
- Assist Inclusion, Access and Success with Camp College as needed
- Assist Professional Development Committee with all event registrations and email blasts
- Assist the Membership Chair (or chair delegate) with scholarship applications, counselor recommendation forms, calls from families, and with the awards
- Assist the Communications Committee with review and distribution of the Association's quarterly newsletter (*The Pacer*)
- Assist the Secondary School Counseling Committee with college tour
- Coordinate PACAC Zoom calendar and accounts as well as doodle
- Submit ACT 48 hours on behalf of professional development event attendees
- Executive Committee duties as laid out on page 5

Time commitment for the Executive Assistant is 30 hours per week.

The Executive Director shall have 5+ years of experience with PACAC or a similar non-profit organization and the responsibilities will include:

- All duties as outlined for the PACAC Executive Assistant on page 28
- Provide counsel to the PACAC President on strategic decisions impacting the Association.
- Serve as a signatory on all fiscal accounts and investment portfolios to assist with the transition of officers on accounts
- Executive Committee duties as laid out on page 5

Time commitment for the Executive Assistant is 30 hours per week.

Committee Descriptions

Admissions Practices Committee

The Admission Practices Committee periodically meets online or over the phone to discuss case studies and to discuss education initiatives around ethical practice in college admission. We might plan presentations to be given to high school counselors at an in-service day or school fair. We might help a college to educate their new admissions officers. Usually, the committee offers a presentation/session at the annual PACAC Conference. Due to the sensitive nature of issues discussed in committee, members must be full-time employees of a college, secondary school, or CBO. Independent Consultants are also eligible if they hold full membership in IECA or HECA, or have attained certification from AICEP.

College Fairs Committee

The primary mission of the College Fairs Committee is to enhance college awareness and college options for students and parents. To accomplish this mission, PACAC hosts Regional College Fairs and publishes a list of college fairs and admission events being held throughout the Commonwealth.

Communications Committee

The Communications Committee supports the efforts of PACAC by striving to create a positive awareness of the Association by facilitating, enhancing, and supporting the flow of critical information among PACAC members, between PACAC and NACAC, and most importantly, between the individuals it serves within the Commonwealth. The Communications Committee's primary responsibility is producing PACAC's quarterly newsletter, [The PACER](#). The committee meets a minimum of four times a year. The committee is looking for people with talents in writing, editing, and proofreading so as to further the mission of PACAC through a variety of mediums.

Conference Planning Committee

The Conference Planning Committee plans and executes the Annual Conference for our Association. The Conference Planning Committee (CPC) is where many leaders within the Association begin their journey. Planning a conference is a significant year-round task. Consequently, this committee is PACAC's largest, drawing professionals with varying interests and strengths. The group is organized into subcommittees with these individual strengths and interests in mind. The 9 subcommittees within the CPC include registration, hospitality, sessions, on-site, raffles, exhibitors and sponsorship, social media, PACACtivities, and evaluations.

Government Relations Committee

The Government Relations Committee (GRC) lobbies at the state level for funding and programming to support Pennsylvania's students. Additionally, PACAC, through the GRC, closely monitors proposed and current education legislation as it pertains to college access and affordability. Acting as the voice for students who have none, GRC speaks on behalf of students across the Commonwealth to ensure equal access to post-secondary options and success. They mirror this activity at the federal level to ensure our students are included in the national education agenda. Advocacy efforts include the [College Access Forum](#), the [Advocacy Leadership Credential \(ALC\)](#) which engages membership around secondary and postsecondary issues, and how to conduct a legislative visit.

The Government Relations Committee also partners with other state organizations in shaping our legislative

issues and agenda: PSCA, PASFAA, College Board, ACT, PA Trio Programs, and more. The Committee strongly encourages members of PACAC and allies of student access and equality to become self-advocates by obtaining information about their rights and responsibilities and by contacting their legislators through letters, phone calls, and emails.

Inclusion, Access and Success Committee

The Inclusion, Access, and Success (IAS) Committee is charged with promoting awareness and sensitivity to the issues of culture, human rights, gender, age, and other differences in every PACAC initiative. It is our goal to create community by infusing the value of respect, education, communication, access, equity and inclusiveness in each PACAC undertaking.

Membership Committee

The Membership Committee seeks to attract active, diverse members; enhances relationships among college counseling professionals; collects, maintains, and disseminates membership information.

The committee represents PACAC at various events, hosts networking opportunities, encourages membership to all educational institutions, and tracks PACAC membership databases. The committee send one mailing each quarter to new members, but there is no cold calling involved. The committee also manages the [PACAC Scholarship](#). Participation on the Membership Committee requires membership in PACAC and participation in at least one membership project or event.

Professional Development Committee

The Professional Development Committee (PDC) is charged with developing and overseeing professional development opportunities for college admission professionals, secondary school counselors, independents and CBOs. These opportunities range in length. PDC tries to create opportunities to educate people across the state in ways that are most convenient for them. PDC does not always run these workshops but it does make sure that the various workshops/institutes/seminars run smoothly and acts in an advisory capacity for curriculum. PDC, in conjunction with other leaders of PACAC, makes sure that leadership is in place for each of these educational ventures. PDC is in charge of budgeting for its programs within the framework of PACAC's budget. PDC meets three or four times a year to review and tweak programs that have happened, to discuss upcoming programs, and to brainstorm people to work in those programs, and to discuss new initiatives.

Secondary School Counseling Committee

The Secondary School Counseling (SSC) Committee seeks to encourage Association membership and foster professional development opportunities specifically for secondary school counselors including public, parochial, and independent school counselors, and those who counsel students to post-secondary education. Members of this committee will collaborate with other standing committees from the lens of school counselors in order to support their work.

The Secondary School Counseling Committee will pursue the following initiatives:

1. Conduct a college tour, sometimes in conjunction with annual conference.
2. Encourage school counseling graduate and certification programs to incorporate proficient college counseling education into their curricula.
3. Outreach to underrepresented school districts promoting the benefits of PACAC membership within school counseling departments.
4. Build partnerships with the Pennsylvania School Counseling Association (PSCA) and county affiliates.
5. Innovate and implement new initiatives to actively recruit and retain new counselors to PACAC.

Additional Committee Descriptions

PACAC's Statewide College Access Network (PSCAN) (Director of Public Advocacy coordinates)

PSCAN was developed in the fall of 2019 through joint conversations between our association and several access and success programs across the Commonwealth, including the Pennsylvania Department of Education. We discovered that we were having a lot of the same conversations, doing a lot of the same work, and researching the same information thus duplicating efforts. We decided to join together for regular meetings and discussion. Goal: to bring together access networks, research, and the conversations happening across Pennsylvania; to break down the silos that exist in our work to further meet the needs of high school students in the Commonwealth, especially in the area of advancing to postsecondary education. In each meeting, we share out various updates so that everyone can benefit from different events, opportunities, data and promote them to students and families. We discuss access needs and issues along with resources we have found helpful or action items that need joint support.

Counselor Assistant Program (CAP) Grant Committee (President-Elect coordinates)

The CAP Grant Committee is convened by the President-Elect to review and vote on grant applications for various PACAC or NACAC professional development programming and/or membership fees.

The responsibilities of the President-Elect as CAP Grant committee chair include: updating the CAP Grant Application in conjunction with the Executive Assistant/Director; communicating with the membership about the CAP Grant program and application process; convening meetings of the CAP Grant Committee in late April/early May and as needed if funds remain available; in conjunction with the Executive Assistant/Director, inform each CAP Grant applicant of the outcome of the application. The membership of the CAP Grant committee includes: President-Elect (chair), Treasurer-Elect, Executive Assistant/Director (ex-officio, non-voting). Other committee members are at the discretion of the chair, but typically include the following members: Presidential Stream, Finance and Budget Stream, Director of Professional Development, Professional Development Committee Chair, and the Conference Planning Committee Chair-Elect.

Finance and Budget Committee (Finance and Budget Chair coordinates)

The Finance and Budget Committee is convened by the Chair of Finance and Budget and assists in the development, monitoring, and implementation of the Association's annual budget. The F&B committee also serves as an advisory committee to the Treasurer, Chair of F&B, the Executive Committee, and the Presidential Stream on matters of investment strategy, insurance, legal matters, and fiscal policy. Members of the F&B Committee include: the Presidential Stream plus the Immediate Past President, Finance and Budget Stream, the Conference Planning Committee Chair-Elect, the College Fairs Committee Chair, and two Association members, appointed by the president annually upon recommendation/consultation from the F&B Chair and the Treasurer, and the Executive Assistant/Director (ex-officio, non-voting).

Governance and Nominating Committee (Immediate Past President coordinates)

The Governance and Nominating Committee is convened by the Immediate Past President to review and select the next slate of officers from submitted nominations by the PACAC membership. This slate will then be put forth to the entire PACAC membership for an official vote at the annual summer Membership Meeting. G & N is also responsible for selecting PACAC award recipients from nominations received. These are announced at the PACAC Annual Conference. Lastly, G & N is responsible for recommending Bylaw changes to the membership for their vote at the Annual Membership Meeting. The responsibilities of the Immediate Past President as Chair of the G & N Committee include: updating the Leadership Position and Award Nomination forms on the PACAC website in conjunction with the Executive Assistant/Director; communicating with the membership about the nomination

process; conducting a review of the PACAC Bylaws and bringing forth change recommendations to the committee; convening meetings of the G & N Committee to review and vote on all nominations and Bylaw change recommendations; communicating the outcome of the slate of officers to all nominees as well as any Bylaw change recommendations to the Executive Board, to the Past Presidents, and finally to the PACAC membership (at least two weeks in advance of the Annual Membership Meeting in preparation for their final vote); lead this portion of the Annual Membership Meeting.

PACAC Awards

PACAC believes in recognizing the efforts of their volunteer members through a peer nomination process. Every Spring, nominations are solicited for a variety of professional awards. The awards are then given at our Annual PACAC Conference.

Award Descriptions

- 1. The Delwin K. Gustafson Recognition Award**

The Delwin K. Gustafson Recognition Award is given annually to a member for dedicated service to students, the profession and to PACAC. It is the highest award given by the Association and is usually awarded to a member who has given substantial and continuous service.
- 2. The James McKeever Promising Professional Award**

The James McKeever Promising Professional Award was established by the Executive Committee of PACAC as a means of recognizing and encouraging contributions by secondary or post-secondary members early in their careers. To be eligible, a nominee must be employed by a member institution and have completed no more than four years of professional service. Age is not a factor in the nomination process. Nominees must have demonstrated both outstanding job performance and meaningful professional services beyond their institutions. This award is given in the memory of James McKeever of Mercyhurst College, who died of cancer in 1995 at age 27, and who was an active member of PACAC.
- 3. The Gary M. Kelsey Human Relations Award**

The Gary M. Kelsey Human Relations Award gives priority to a secondary-school counselor who has an outstanding record of serving underserved/underrepresented students. Post-secondary individuals may also be considered.
- 4. The PACAC Partner in Education Award**

The PACAC Partner in Education Award was created in 1998 to enhance awareness about the Association by recognizing someone outside the membership for outstanding contribution to, and support of, post-secondary education. This award represents the collaborative spirit needed to foster a commitment to educational equity and access for all. Individuals, institutions and organizations may be nominated to receive this award.
- 5. The William R. McClintick, Jr. Service Award**

The William R. McClintick, Jr. Service Award is given to a person with 10 to 25 years of experience who has dedicated significant service to the college counseling profession and to PACAC. Like Bill McClintick, the recipient is someone who has demonstrated unwavering loyalty to the profession, leadership to the Association, and who will continue to work on behalf of students to ensure access to post-secondary education.

Special Thanks

A special thank you to those that prepared and revised this handbook:

Prepared: May 1999

Edited by: Martha Corley, Penn State University; Terrance Kizina, University of Pittsburgh; Patricia Rambo, Springfield High School; Fran Cubberley, Delaware County Community College

Updated: July 2001; July 2002

Edited by: Sue Thomas, Ursinus College; Fran Cubberley, Delaware County Community College; Dianna Collins, University of the Sciences in Philadelphia; Ed Wright, West Chester University; Laura Klinitas, PACAC Executive Office

Updated: June 2005

Edited by: Chuck Bachman, Lafayette College; Francine Block, American College Admissions Consultants; Chris Boehm, Albright College; Ellen O’Neill Deitrich, Woodlynde School; Heather Lazzini, Robert Morris University; Susan Roller, The Harrisburg Academy; Greg Eichhorn, Albright College

Updated: June 2006

Edited by: Bill McClintick, Mercersburg Academy

Updated: June 2007

Edited by: Thom Butler, Core Philly Scholars Program; Heather Conville, Delaware County Community College; Jenn Fitzpatrick, Sewickley Academy; Bill McClintick, Mercersburg Academy; Tony Moore, Penn State University; Mary Smith, Gettysburg College; Chuck Bachman, Lafayette College

Updated: June 2008

Edited by Chuck Bachman, Lafayette College

Updated: June 2009

Edited by: Bob Adkins, Washington and Jefferson College; Chuck Bachman, Lafayette College; Ellen O’Neill Deitrich, The Shipley School; Luis Garcia, PASSHE; Tom Hassett, Gannon University; Tony Moore, The Pennsylvania State University; Julie Sitko, Vincentian Academy/Duquesne University

Updated: June 2010

Edited by: Frank Betkowski, Mercersburg Academy; Ellen O’Neill Deitrich, The Shipley School; Erin Dickerson, Ursinus College; Luis Garcia, PASSHE; Tom Hassett, Gannon University; Karen Mason, Germantown Academy; Cory Zaradnick, Washington and Jefferson College

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Edited by: Tim Gallen, Solebury School; Jason Nevinger, Carnegie Mellon University; Andrea Hoffman, PACAC

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Edited by: Sarah Lasoff, Cabrini University; Justin Mohny, Carnegie Mellon University; Andrea Cassell,

PACAC; Tim Gallen, Solebury School

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